WORK SESSION AGENDA

CITY COUNCIL WORK SESSION TUESDAY OCTOBER 29, 2013 COUNCIL CHAMBERS 211 WEST ASPEN AVENUE 6:00 P.M.

- 1. Call to Order
- 2. Pledge of Allegiance
- 3. Roll Call

NOTE: One or more Councilmembers may be in attendance telephonically or by other technological means.

MAYOR NABOURS
VICE MAYOR EVANS
COUNCILMEMBER BAROTZ
COUNCILMEMBER BREWSTER

COUNCILMEMBER ORAVITS COUNCILMEMBER OVERTON COUNCILMEMBER WOODSON

4. Public Participation

Public Participation enables the public to address the council about items that are not on the prepared agenda. Public Participation appears on the agenda twice, at the beginning and at the end of the work session. You may speak at one or the other, but not both. Anyone wishing to comment at the meeting is asked to fill out a speaker card and submit it to the recording clerk. When the item comes up on the agenda, your name will be called. You may address the Council up to three times throughout the meeting, including comments made during Public Participation. Please limit your remarks to three minutes per item to allow everyone to have an opportunity to speak. At the discretion of the Chair, ten or more persons present at the meeting and wishing to speak may appoint a representative who may have no more than fifteen minutes to speak.

5. <u>Preliminary Review of Draft Agenda for the November 5, 2013, City Council Meeting.</u> *

*Public comment on draft agenda items may be taken under "Review of Draft Agenda Items" later in the meeting, at the discretion of the Mayor. Citizens wishing to speak on agenda items not specifically called out by the City Council for discussion under the second Review section may submit a speaker card for their items of interest to the recording clerk.

- 6. Discussion regarding downtown street closure criteria for north Downtown and management of Heritage Square.
- 7. Regional Plan Discussion

THIS ITEM WILL NOT BE DISCUSSED PRIOR TO 7:00 P.M.

- A. Regional Plan Discussion #9 Neighborhoods, Housing & Urban Conservation
- B. Regional Plan Discussion #8 Ch. IX. Land Use
- 8. Community Reinvestment Policy Part 2

J.	Review of Draft Agenda items for the November 5, 2013, City Council Meeting.
	*Public comment on draft agenda items will be taken at this time, at the discretion of the Mayor.

- 10. Public Participation
- 11. Informational Items To/From Mayor, Council, and City Manager.
- 12. Adjournment

CERTIFICATE OF POSTING OF NOTICE
The undersigned hereby certifies that a copy of the foregoing notice was duly posted at Flagstaff City Hall on, ata.m./p.m. in accordance with the statement filed by the City Council with the City Clerk.
Dated this day of, 2013.
Stacy L. Saltzburg, Deputy City Clerk

CITY OF FLAGSTAFF

To: The Honorable Mayor and Council

From: Glorice Pavey, Recreation Supervisor

Co-Submitter: Brian Grube, Recreation Services Director

Date: 10/11/2013 **Meeting Date:** 10/29/2013



6.

TITLE:

Discussion regarding downtown street closure criteria for north Downtown and management of Heritage Square.

DESIRED OUTCOME:

At this work session, staff will introduce criteria to help City Council with the process of approving or denying street closure permits in the north downtown area. Additionally, staff will be seeking direction on the future management of Heritage Square.

INFORMATION:

BACKGROUND - Street Closures:

Approximately six years ago, residents and business owners in the downtown area and neighborhoods adjacent to the downtown had expressed frustration with the number of events slated to close streets in the downtown area. At that time, the special event permit packet allowed for the closure of two-way streets and events using the "standardized parade route" without Council approval.

In 2008, the special event permit packet was changed to require Council approval for new street closures that proposed to use the parade route (with the exception of Northern Lights Parade, Fourth of July Parade, Armed Forces Day Parade, and NAU Homecoming Parade). While the two-way street closure rule had not changed, staff made it a policy to bring these sorts of street closures before City Council as well. This afforded the public the opportunity to express their opinion about the street closure in a public setting.

In order to inform community members of upcoming City Council meetings, an email distribution list was created in 2008. In 2012, staff created a newsletter in order to communicate downtown event happenings, including Council meetings. The newsletter is posted to the City's website and is posted at physical locations throughout the community.

At the June 18, 2013 City Council meeting, the Mayor and Councilmembers expressed the need for criteria to help them with the process of approving or denying street closures.

Currently there are eight street closures in the downtown core, which includes the Hopi Market, an event that used the streets for the first time in September of 2013:

- 1. Dew Downtown (February)
- 2. Armed Forces Day Parade (May)
- 3. Fourth of July Parade (July)
- 4. Route 66 Days (September)
- 5. NAU Homecoming (October)
- 6. Northern Lights Parade (December)

- 7. New Year's Eve (December)
- 8. Hopi Market (September)

OUTREACH EFFORTS – Street Closures:

In August of 2013, in an effort to gather information about street closure criteria, staff held a public meeting. Door hangers advertising this meeting were distributed to the north downtown core, the neighborhoods north and west of the downtown core, and the South Downtown business area and west neighborhood. Additionally, the public meeting and City Council meeting were advertised in the August, September and October Downtown Newsletters, posted on the City's website and various physical kiosks throughout town. Over 25 community members attended the public meeting and filled out surveys. See attached excel document: "Survey Results". This matter was brought forward to the Downtown Business Alliance (DBA) by Karl Eberhard, the City's Design and Redevelopment Manager at a number of DBA meetings.

OVERVIEW - Street Closure Criteria:

Staff recommends that event producers submit a supplemental addendum to the special event permit packet, elaborating on the following suggested criteria:

- 1. Marketing Plan
- 2. Public Outreach
- 3. Parking Plan
- 4. Ambassador Plan
- 5. Trash, Recycling and Portable Toilets

Staff will use a rating matrix to evaluate whether the criteria have been met. Additional considerations for evaluating the appropriateness of the event for downtown will be included on the matrix and comprise such things as:

- 1. Season of the year
- 2. Vendor competition with existing businesses
- 3. Admissions (free or admission charged)
- 4. Anticipated attendance
- 5. Local vs. Out of Town
- 6. Nonprofit vs. Commercial
- 7. Family Friendly

The attachment, "Rating Matrix," is an example of what this evaluation could look like. The rating matrix is a conceptual work in progress. Once staff receives direction, we will work on weighting each of the items. Staff plans on creating a numerical cut-off point at which an event will be approved or denied.

Staff would like to exempt the New Year's Eve street closure since it is required by the Flagstaff Police Department for the safety of pedestrians. If a request to change the intent of this closure is submitted, then staff will ensure that the event is run through the rating matrix and requirements.

Staff is seeking direction on the following questions

- 1. Does Council approve of the suggested criteria or have any additions?
- 2. Does City Council like the idea of a rating matrix?
- 3. Does City Council want to continue to approve street closures?
 - a. If yes, then the rating matrix results will be included as part of the staff summary
 - b. Two-way street closures do not require Council approval, per the special event permit packet. Does City Council want to see two-way street closures?
 - c. Parades are currently grandfathered under the special event permit packet and do not require Council approval. Does City Council want to review parade events?
 - d. Southside? West Side? Fourth Street?

BACKGROUND – Heritage Square Management

In August of 2013, there was a conflict between two applicants, which has since been resolved.

However, this conflict brought to light the inadequacies of the special event permit packet in managing the unique nature of Heritage Square. The current special event permit packet has few rules and regulations that are specific to Heritage Square. Those rules that are specific to Heritage Square include load limits (Heritage Square is the roof of a parking garage and there is a limit to the number of people that can gather in the space), display of banners, use of electricity, and the serving or selling of alcohol.

The special event permit packet does not currently contain a policy regarding the use of Heritage Square by vendors or events that are "vendor heavy".

OUTREACH EFFORTS: Heritage Square Management

At this time, staff has conducted minimal outreach efforts to gather input for Heritage Square management. This matter was brought forward to the Downtown Business Alliance by Karl Eberhard, the City's Design and Redevelopment Manager. Additionally, the October 29th City Council meeting was advertised in the October issue of the Downtown Newsletter. Once staff gets direction from City Council, there are plans to conduct outreach including public meetings and future reports to City Council at work sessions.

OVERVIEW – Heritage Square Management:

Staff is seeking direction regarding how City Council would like us to manage this facility. Possible management strategies include:

- 1. Heritage Square Management Plan: a comprehensive plan that would include a special event policy, maintenance, fee structure, etc.
- 2. Amend special event permit packets to build in a policy regarding the management and use of this facility
- 3. Apply a rating matrix, similar to the street closure criteria matrix, to evaluate events
- 4. Amend fee structure so that commercial rates are in line with Community Development's fees for sidewalk cafes.

MOVING FORWARD:

Street Closure Criteria:

Assuming that a majority of Council supports the street closure criteria and rating matrix, then staff will meet internally to determine the weighting of each of the criteria and considerations. Staff will submit a CCR once a final draft has been completed. Approximate date of completion is December 1, 2013.

Heritage Square Management:

Depending on the direction that Council gives staff regarding the management of Heritage Square, the implementation date could vary from six months to 1+ years. A comprehensive Management Plan would not be implemented prior to May 1, 2015. Of note, the immediate issues of 2014 have been resolved and staff will not accept applications for the 2015 season until a management plan is in place. An amendment to the special event permit packet and application of a rating matrix would take far less time and could be completed by May 1, 2014.

CONCLUSION:

The purpose of the October 29th Council work session is to seek Council direction on street closure criteria for approving or denying events in the north downtown area and to seek guidance on how City Council would like staff to manage Heritage Square.

Attachments: Survey Results

Rating Matrix

Special Event Rules and Regulations

Residents	No of surveys turned in? 15	
	Yes	No
1. Are you a resident of Downtown?	7	5
	Survey #5: Since 1958!	
What part of town?	Survey #2: west	
	Survey #3: Cherry Hill	
	Survey #7: North	
	Survey #8: North	
	Survey #9: North	
2. What Events Directly Affect you?		
Dew Downtown	5	
How	Survey #1: bad for retail	
	Survey #2: traffic flowed well on this one	
	Survey #5: Congestion, noise and litter	
	Survey #7: Street closures, noise from participants, spectators, music, announcer, trucks	
	Survey #8: Traffic/parking/noise diminishes my quality of life and those of my guests	
	Survey #9: driving to and from work and home	
Armed Forces Day	4	
How	Survey #1: bad for retail	
	Survey #5: Congestion, noise and litter	
	Survey #7: Street closures, noise especially from motorcyclists and diesel trucks	
	Survey #8: Traffic/parking/noise diminishes my quality of life and those of my guests	
Fourth of July Parade	7	
How	Survey #1: bad for retails	
	Survey #2: Traffic delays N-S Humphreys	
	Survey #5: Congestion, noise and litter	

	Survey #7: Street closures, noise especially from staging and amplified speakers	
	Survey #8: Traffic/parking/noise diminishes my quality of life	
	and those of my guests	
	Survey #9: Drive past my front door. No opposition	
Route 66 Car Club	5	
How	Survey #1: Rednecks, pollution, cars squealing tires	
	Survey #5: Congestion, noise and litter	
	Survey #7: Noise, traffic, parking	
	Survey #8: Traffic/parking/noise diminishes my quality of life	
	and those of my guests	
Hopi Arts and Craft Show	4	
	Survey #1: they don't need to put booths on the street. We	
How	lose too many parking spots.	
	Survey #5: Congestion, noise and litter	
	Survey #7: Same increased parking in front of my house.	
	Survey #8: Traffic/parking/noise diminishes my quality of life	
	and those of my guests	
NAU Homecoming Parade	5	
How	Survey #1: puke and (vulgar language). Anything else?	
	Survey #5: Congestion, noise and litter	
	Survey #7: drunks, noise, increased traffic, crime	
	Survey #8: The worst because of Tequila Sunrise	
	Survey #9: Drive past my front door. No opposition	
Northern Lights Parade	5	
How	Survey #1: Nighttime fun. This is a good one	
	Survey #5: Congestion, noise and litter	
	Survey #7: Street closures, noise, especially from staging and	
	foot traffic	
	•	•

	Company #0. Transfile //a and tipe of //a alice in inleading in the contract of the	
	Survey #8: Traffic/parking/noise diminishes my quality of life and those of my guests	
	Survey #9: Drive past my front door. No opposition	
New Year's Eve Pinecone Drop	5	5
How	Survey #1: I'm glad it happens because you can't control it	
	Survey #2: Traffic delays N-S Humphreys	
	Survey #7: Noise, parking (slamming doors), yelling crowds	
	Survey #8: Traffic/parking/noise diminishes my quality of life and those of my guests	
3. Indicate the frequency of cars parked in front of your residence in general		
Answer	Survey #1: What parking?	
	Survey #2: Not an issue-I'm closer to Thorpe	
	Survey #3: Hardly ever	
	Survey #5: Total closure to our driveways during the event Survey #7: Daily 2-3 cars	
	· · · · · · · · · · · · · · · · · · ·	
	Survey #8: M-F 7-5pm; F&S nighttime and Holidays Survey #9: 2-3	
4. Do you see an increase in parking during	Survey #9: 2-3	
events?	6	1
5. Have you had negative impacts to your property		
I	Survey #1: Hullabaloo; Fat Tire; Route 66; Pride	1 2
vvnich evenise	Survey #5: All	
	Survey #7: All	
	Survey #8: Dew-property damage	
	Survey #9: Only on 4th of Julytrash and Porto potty on my	
	property.	

	Survey #1: No parking; people pee on your property; garbage; too much alcohol on (???) and they are all over	
What was the impact?		
·	Survey #3: All of the events are great and if there are any effects they are minimal.	
	Survey #5: Litter, driveway access, etc.	
	Survey #7: Crime, noise, parking, property damage, lack of access to property	
	Survey #8: Someone broke my bench-reported to police	
6. Currently City Council has the authority to approve or deny one way st closures. Should this change?	2	4
	Survey #1: One way streets are arterial-you should use other	
Why or Why not?	areas of Flagstaff	
	Survey #2: Best forum for public input	
	Survey #3: Process seems adequate	
	Survey #6: Develop review and approval committee thru DBA or business improvement district	
	Survey #7: Only if residence have input	
	Survey #8: Council must approve them.	
	Survey #11: Because I believe anything to do with the City should remain under the jurisdiction of City Council.	
7. What do you feel is appropriate outreach?	Survey #1: LISTEN TO US!	
	Survey #3: Whatever it is now.	
	Survey #5: Radio and print	_

	Survey #6: door hanger/email		
	Survey #7: flyers, newsletter (mailed and/or delivered to residence)		
	Survey #8: flyers, email		
8. When should an event producer contact you?			
Prior to a City Council meeting	=		
Prior to an event	=		
Both		6	
9. Have you received doorhangers from the City?		6	1
	Survey # 5: No!!		
10. Do you read the Downtown Newsletter every month?		5	2
Why or Why not?	Survey #3: I am hoping to see more going on.		
	Survey #7: Don't think about getting online to look at it.		
11. Where are you most likely to get your information?			
Print media (newspaper)		1	
Social media			
Email blast		3	
Centrally located kiosk with posting			
doorhangers		5	
postal mail		3	
other?	Survey #2: Word of mouth		
	Survey #5: Radio		
12. What information would you like event producers to relay to you?			

	<u> </u>	
	Survey #1: I want to approve of the event. I want it to benefit	
Answer	not compete w our business.	
	Survey #2: All of it	
	Survey #3: Just times of the events	
	Survey #7: time, location, type of event, what impact it will have (street closures). If there is to be a chance to give my opinion/(illegible)	
	Survey #8: where is staging/who is available at/during/before the event	
13. Comments	Survey #1: Out of town producers have no right to come here pay a low fee take and compete with us. This sucks. Why do you allow this?	
	Survey #3: I feel that we need more events in the downtown. Anything to bring people back.	
	Survey #5: Pride in the Pines has outgrown their venue. Music is way too loud, too long and quite often the music lyrics are political and filthy. Move it to Tuthill. Wheeler Park takes a pounding all summer and keystone species are disrupted too much.	
	Survey #6: I do not live downtown, yet I am sympathetic to the residents' woes. Events/parades have to mitigate on street parking problems with contracted off street parking agreement at schools, churches, etc.	

Businesses	No of surveys turned in? 26	
	Yes	No
Are you a downtown business owner?	20	6
	Survey #19: I represent 4000 guests per year who stay at the Inn at 410. They come for peace and quiet, not events.	
2. What Events Directly Affect you?		
Dew Downtown	19	
How	Survey #1: Negatively-the street closure hurts business.	
	Survey #2: Blocks the street, congests traffic	
	Survey #3: Took up parking and access to our gallery	
	Survey #4: They bring more people into our business.	
	Survey #5: Attention is focused at one part of town.	
	Survey #6: Bring me lots of foot traffic and new customers. Love it.	
	Survey #7: Great addition to foot traffic and business revenue on	
	an otherwise boring weekend.	
	Survey #8: Great for business	
	Survey #9: This has been positive for me/Aspen Sports	
	Survey #10: It provides an exciting atmosphere to showcase winter sports to those who may not otherwise be able to see them. Survey #11: It is a small event for few people.	
	Survey #12: No business	
	Survey #13: Lessens business	
	Survey #14: Problems with Dew flow down to other events	
	Survey #15: Greatest negative impact on sales, parking, etc. Move snow events to Tuthill or mtn!	
	Survey #16: Positive Well marketed w/parking plan good (slow) time of the year. Good for biz.	

	Survey #17: good example of a good event	
	, ,	
	Survey #18: *highly opposed to. Closes my business for 3 days.	
	Survey #19: Noise/traffic/parking is pushed into uptown.	
	Survey #23: changes are crowd, but no more or less overall	
	business.	
	Survey #26: Draws people which is good	
Armed Forces Day	17	
	Survey #1: Negative-possibly combine with the 4th of July-too	
How	poorly attended for a street closure	
	Survey #2: There are more people in the parade than watching it.	
	Survey #3: Can we combine this with the 4th of July parade?	
	Survey #4: They bring more people into our business.	
	Survey #5: No business til parade is over	
	Survey #6: wash	
	Survey #7: Sloppy street closures ex closed many hours before and after event.	
	Survey #8: Brings folks downtown/great for business	
	Survey #9: Neither good nor bad, low impact, short and quick, low attendance (for now)	
	Survey #11: People trashes the streets. Besides on that day affects my business. The mood is scary and negative.	
	Survey #12: Destroys Sales	
	Survey #15: Positive-lots of walk in sales, etc	
	Survey #16: Negative: Does not bring "additional" people to the	
	community.	
	Survey #17: not very well attended	
	Survey #18: Should be held only on Aspen or Birch	
	Survey #19: Noise/traffic/parking is pushed into uptown.	

	Survey #23: another parade we could do without	
	Survey #26: Draws people which is good	
Fourth of July Parade	15	
	Survey #1: Negatively-the street closure is up too long and hurts	
	business-locals avoid-people avoid parking even the day before	
How	due to temp parking cones	
	Survey #2: Best parade	
	Survey #3: I think this is an important parade and glad to see it every year.	
	Survey #4: They bring more people into our business.	
	Survey #5: No business til parade is over	
	Survey #6: wash-all those thousands leave downtown afterwards	
	Survey #7: Great community event, good for biz once parade is over.	
	Survey #8: Brings folks downtown/great for business	
	Survey #9: Kills business, might as well close shop til 1pm.	
	Survey #11: People trashes the streets. Besides on that day affects my business. The mood is scary and negative.	
	Survey #12: Destroys Sales	
	Survey #14: participate	
	Survey #15: Positive-bring back the pow-wow!	
	Survey #16: Ok because it is early in morning. Not much biz till after the parade.	
	Survey #18: Not opposed to. 1/2 day closure	
	Survey #19: Noise/traffic/litter/parking. My guests have difficulty getting in/out of neighborhood.	
	Survey #23: negatively, gobs of trash, can't run business until I clear a ? Of trash.	
	Survey #26: Draws people which is good	
Route 66 Car Club	17	

How	Survey #1: Negatively-this group	
110 %	Survey #2: The participants are (vulgar language)!	
	Survey #3: Limits access to our door, however it does bring new	
	people into our gallery	
	Survey #4: They bring more people into our business.	
	Survey #5: No parking for our customers	
	Survey #6: Bring me lots of foot traffic and new customers. Love it.	
	Survey #7: Great community event, good foot traffic, visitors,	
	locals, family, etc	
	Survey #8: Brings folks downtown/great for business	
	Survey #9: Kills business, 1-2 days of No parking. This	
	customer/attendee doesn't spend \$\$	
	Survey #11: They close San Francisco affecting my business.	
	Survey #12: Destroys Sales	
	Survey #13: Increases business	
	Survey #15: Great family event sans all the booze.	
	Survey #16: Ok brings extra people with good marketing. Biz does	
	Ok.	
	Survey #17: good example of a good event Survey #18: Not opposed to. 1 day closure	
	Survey #19: Traffic/parking	
	, ,	
	Survey #23: Positive event. Well organized. Interesting. Condusive to business.	
	Survey #26: Draws people which is good	
Hopi Arts and Craft Show		
•	Survey #1: Negative if the street is closed	
Tiow	Survey #2: No parking on Aspen St-this year by the participants.	
	Ok?	
	Survey #3: Nice that the street is not shut down for this	
	, , , , , , , , , , , , , , , , , , , ,	

	Survey #4: They bring more people into our business.	
	Survey #5: Shutting the street with no radio/TV/print promotion will	
	keep tourists and locals away	
	keep tootisis aria locals away	
	Survey #7: NA-not sure but concerned about "dead" street closure	
	Survey #8: Brings folks downtown/great for business	
	Survey #9: Good deal. Any show at Wheeler or Heritage Square is	
	great	
	Survey #11: That one does not affect me.	
	Survey #12: Destroys Sales	
	Survey #13: Increases business	
	Survey #15: Too early to tell	
	Survey #16: The past 3 years have not helped our outdoor retail	
	biz. No strong marketing. Retailing and competing with	
	downtown biz.	
	Survey #17: not very well promoted and lacks parking and	
	organization plans	
	Survey #19: Traffic/parking pushed North.	
	Survey #26: Draws people which is good	
NAU Homecoming Parade	, , , , , , ,	
NAO HOMECOMING Farage		
	Company #1, propries a graphica To availar Comprisa in a principle transport. He cally	
ll	Survey #1: again negative-Tequila Sunrise is a nightmare! Usually results in vomit on my sidewalk. Tourists find it disgusting.	
HOW	results in vortili of thy sidewalk. Tourists find it disgusting.	
	Survey #2: (vulgar language), puke, fights and nudity. What fun	
	Survey #3: Encourages drinking to excess, especially young	
	people. Seems to <u>not</u> be a good event.	
	Survey #4: They bring more people into our business.	
	Survey #5: I have cleaned up after that-it is a mess	
	Survey #7: Non issue Focus on "Tequila Sunrise" -needs	
	management	
	ı	

	Survey #8: Brings folks downtown/great for business	
	Survey #9: Sucks-plain and simple, tired of cleaning puke and loss of business	
	Survey #11: That is okay.	
	Survey #15: Ok but not like it use to be!	
	Survey #16: "Getting Better". Tequila sunrise is so big now there is a need for lots more security and sanitation.	
	Survey #18: *highly opposed to. Should be held at NAU Campus. It is a nuisance in north downtown.	
	Survey #19: Noise/traffic/parking is pushed North. Many attendees are drunk from Tequila Sunrise.	
	Survey #23: Put it on campus. Awful. I can't open until after 2pm. I lose money because of this. Please stop okaying this.	
	Survey #26: Draws people which is good	
Northern Lights Parade	11	
How	Survey #1: festive-my only complaint is this is a huge Saturday before Xmas and parking is terrible and the street closure hurts us. Survey #2: Best parade!	
	Survey #3: It would be great if they could start closing the street later in the day	
	Survey #4: They bring more people into our business.	
	Survey #5: We are closed for this	
	Survey #7: Needs to be part of a larger holiday marketing plan for	
	downtown	
	Survey #8: Brings folks downtown/great for business	
	Survey #8: Brings folks downtown/great for business Survey #9: Glad it's at night, but patrons tend to avoid down-no parking-good for bars and that's about it.	
	Survey #8: Brings folks downtown/great for business Survey #9: Glad it's at night, but patrons tend to avoid down-no	

	Survey #15: Ok-most businesses are closed	
	Survey #16: Good-helps building "evening" customer shopping. A	
	slow time (evening)	
	Survey #18: 3pm closure-not opposed to	
	Survey #19: Traffic/parking pushed North.	
	Survey #23: good event	
	Survey #26: Draws people which is good	
New Year's Eve Pinecone Drop		
How	Survey #1: This is a great event!	
	Survey #2: Now that marijuana is legal-more lights please.	
	Survey #3: It would be great if they could start closing the street	
	later in the day	
	Survey #4: They bring more people into our business.	
	Survey #5: We are closed for this	
	Survey #6: Crazy great night!	
	Survey #7: Great community event, needs more management.	
	Ex: bathrooms open and stocked.	
	Survey #8: Brings folks downtown/great for business	
	Survey #9: Glad it's at night, but patrons tend to avoid down-no	
	parking-good for bars and that's about it.	
	Survey #11: is okay	
	Survey #15: ok but too much public drunks etc	
	Survey #16: Great-we stay open til 10pm that night.	
	Survey #19: Parking pushed north.	
	Survey #23: good event	
	Survey #26: Draws people which is good	
3. Do you feel that downtown businesses	10	
engage special events?		8
	Survey #1: because most of them hurt business. I think that non- retail events on the square would be beneficial-demonstrations,	
Anguar	salsa dancing, musicon the Square.	
Ariswei	baisa danoing, mosicon mo square.	

Survey #2: Artwalk yes	
 JOIVOY 112. / VITWAIN YES	
Survey #3: To help promote downtown businesses would be great	
Survey #4: Sometimes. I'm not sure why some people complain.	
Survey #5: Welcome events not closure of streets	
Survey #6: We do!	
Survey #7: We need D/T organization and management	
Survey #9: Dtwn is the attraction! We do not need an attraction to bring folks to the attraction.	
Survey #10: Half: As a downtown community, the businesses should embrace the "small town feel" and stop trying to feel so entitled.	
Survey #11: Not really except that they should keep a peaceful City for tourists and all people.	
Survey #12: Rarely	
Survey #13: Sponsorship, partnership	
Survey #14: Bars, restaurants happy. Others do not like events.	
Survey #16: Should be: "Do you feel that downtown businesses embrace special events." Often times hurts biz. We can do better.	
Survey #18: sometimes	
Survey #19: Some do/some don't	
Survey #21: Mostly	
Survey #22: Brings customers	
Survey #23: Vague question. I don't get it. Wrong verb I think.	
Survey #26: They have never been asked except for donations. Only the Hopi arts and craft show has invited bsinesses to get involved.	

4. Currently City Council has the authority to approve or deny one way st closures. Should this change?	3	15
Why or why not?	Survey #1: It's more democratic this way and we can speak up with an opinion.	
	Survey #2: The City Council needs to listen	
	Survey #4: The process is fine as it is.	
	Survey #5: Look-downtown would be improved if Aspen and Birch between Leroux and San Francisco were permanently closed and Beaver and San Francisco were two-way. Survey #9: This allows for the most public input	
	Survey #11: I wish they could use Humphrey st or Beaver st, not San Francisco St.	
	Survey #13: As long as each event is adequately debated pertaining to its pros and cons	
	Survey #16: Let the downtown biz decide/approve permits thru DBA or business improvements Dist. To rate & value impact & content	
	Survey #19: Major street closures must be approved on a case by case basis.	
	Survey #21: City Manager, others should do so	
	Survey #26: Because they should know what is going on and how they affect the economy for the City of Flagstaff.	
5. What time does your business open?	Survey #1: 10am	
	Survey #2: 10am-5 except	
	Survey #3: 9:30am	
	Survey #4: 6am	
	Survey #5: 10am	

	Survey #6: 10am	
	Survey #7: 7am; 9am; 11am	
	Survey #8: 8am	
	Survey #9: 8am	
	Survey #11: 10am	
	Survey #12: 9am	
	Survey #13: 10am	
	Survey #15: 9 to 6	
	Survey #16: 9am	
	Survey #17: 9am	
	Survey #18: 10am	
	Survey #19: 6am	
	Survey #23: 1pm	
	Survey #24: 8am	
6. How many employees work at your business on a weekday?	Survey #1: 1	
	Survey #2: 1	
	Survey #3: 4	
	Survey #4: 30	
	Survey #5: 1	
	Survey #6: up to 12	
	Survey #7: 25-50	
	Survey #8: 5	
	Survey #9: 4	
	Survey #11: 3	

	Survey #12: 2	
	Survey #13: 1	
	Survey #15: 3+	
	Survey #16: 4	
	Survey #17: 2-3	
	Survey #18: 3	
	Survey #19: 4	
	Survey #23: 4	
	Survey #26: 5	
7. How many employees work at your business on a weekend?	Survey #1: 1	
	Survey #2: 1	
	Survey #3: 4	
	Survey #4: 30	
	Survey #5: 2	
	Survey #6: up to 15	
	Survey #7: 35-60	
	Survey #8: 5	
	Survey #9: 5-6	
	Survey #11: 3	
	Survey #12: 2	
	Survey #13: 1	
	Survey #15: 4+	
	Survey #16: 6	
	Survey #17: 2-3	
	Survey #18: 3	

	Survey #19: 4	
	Survey #23: 8	
	Survey #26: 5	
8. Do you bring in more or less employees when there is a street		
closure because of a special event?	Survey #1: no	
	Survey #2: Artwalk we need 4 employees to prevent theft	
	Survey #3: More depending on the event.	
	Survey #4: About the same.	
	Survey #5: No	
	Survey #6: depends on the event	
	Survey #7: depends on the event!	
	Survey #8: yes	
	Survey #9: Less	
	Survey #11: no	
	Survey #12: No I close up	
	Survey #13: No	
	Survey #15: fewer!	
	Survey #16: the few good events are ones we add staff.	
	Survey #17: less	
	Survey #18: no	
	Survey #19: no Survey #23: Less if I can't open door to drunks, as is the case with	
	the Homecoming Parade. Survey #26: more	

9. Where do you and your employees usually park?		
Answer:	Survey #1: parking space behind business	
	Survey #2: library area	
	bus station	
	Survey #4: Right out on the streets wherever they can.	
	Survey #5: We walk and bike.	
	Survey #6: All over and up on Cherry	
	Survey #7: Rooftop or north of Cherry	
	Survey #8: Up the hill on Dale or Elm	
	Survey #9: Bicycle or north of Downtown	
	Survey #11: in the rear of building	
	Survey #12: Cherry	
	Survey #13: street-Time limit should be abolished esp. for tourists	
	Survey #15: blocks away	
	bikes	
	Survey #17: non 2 hour parking; all day parking lots south of tracks.	
	Survey #18: In my parking lot.	
	Survey #26: Paid parking	
10. Are you a member of the Downtown Business Alliance?	7	11
If no, what downtown organization(s) are you a member of?	Survey #1: occasional dba meeting	
	Survey #2: Fiba, DBA, former Chamber of Commerce; Friends of Flagstaff's Future	
	Survey #4: Just DBA	
	Survey #11: Arts Coalition	

12. When should an event producer contact you?			
Prior to a City Council meeting			
Prior to an event		1	
Both		16	
	should notify the businesses.		
13. Have you received doorhangers from the City?		15	3
	Survey #1: Sometimes		
	Survey #15: very sporadic		
14. Do you read the Downtown Newsletter every month?		14	3
Why or Why not?	Survey #1: Sometimes		
	Survey #5: Like to see what's going on		
	Survey #8: Read them, but not every month.		
	Survey #11: Don't know about it		
	Survey #13: For more information on events		
	Survey #16: good source of info		
	Survey #26: Not always read a few only when we need to seek information.		
15. Where are you most likely to get your information?			
Print media (newspaper)		10	
Social media		4	
Email blast		11	
Centrally located kiosk with posting		1.0	
doorhangers		10	
postal mail		9	

other?	Survey #9: word of mouth	
	Survey #10: Easy to pick up	
	Survey #11: Email is best for me	
	Survey #15: Radio?	
16. Would you find it beneficial if events, with a street closure, provided one point of contact (from their organization) for businesses?	19	
	Survey #11: They should chose a new location or street	
17. What information would you like event producers to relay to you?		
Answers:	Survey #1: A map of the event and how long the streets will be closed.	
	Survey #2: I want you to convey the info to someone else-in east Flagstaff	
	Survey #3: details on street closures and events in Heritage Square	
	Survey #4: Just when their event will be and a few facts about it	
	Survey #7: Point of contact, street closure map/plan/timing, marking signage.	
	Survey #8: Times and location	
	Survey #9: All of it!	
	Survey #10: None, the City approved it, the City should convey the info.	
	Survey #12: Concern for my opinion based on 40 years in downtown.	
	Survey #14: Times of set up and breakdown in addition to event times.	
	Survey #15:Cost us expense to City Hall and taxpayers	

	Survey #16: How are they going to help my biz do better that day.	
	Survey #17: How their event will promote downtown without additional retail.	
	Survey #26: Prior notice	
18. Comments		
Answers:	Survey #1: The temporary parking the day before an event needs to be marked better. People assume that they can't park there even the day before an event. I understand also tat these events are good to bring people downtown that wouldn't normally come, but most of the time people come for the event, scare off the other customers and then leave town without even walking in our stores.	
	Survey #2: Event producers need event management so the area being affected is good with the event. Complaints go unnoticed and little is done. Some good ole boys get what they want. Think of all of us then you will be successful.	
	Survey #3: I would like to see cooperation of downtown business with events coordinators. By combining efforts, I think we can create some events that are beneficial to everyone. I'd like to see more parking or access via public transportation to the shops downtown.	
	Survey #7: Downtown events should be managed by a Downtown B.I.D. not City Hall	
	Survey #11: Events that would benefit the well being of the community at large and events that would procure the safety of the environment and health of community in Flagstaff.	

Survey #15: Downtown has become one big bar or tattoo parlor. Ears ago City Hall zoned Club 66 and Joe's Place to close because of public drunkenness, etc. My, how times have changed.	
Survey #16: Need much more qualification criteria for better events: marketing, off street parking plan, stepped up security and sanitation, non compete with downtown retail/restaurants. We have to find tools to control quality and content.	
Survey #25: N/A do not own a business or live in downtown.	

Events	No of surveys turned in? 22	
	Yes	No
Should the City of Flagstaff limit the number of events that occur in the downtown area?	16	5
If yes, what is an acceptable number?	Survey #1: 6 events-Move car show to West of Humphreys or Fort Tuthill and combine Armed Forces with 4th of July; eliminate Dew Downtown	
	Survey #2: 4-6	
	Survey #3: Depending on the nature of the event.	
	Survey #5: Have as many as possible.	
	Survey #6: 8	
	non-holiday	
	Survey #13: (two checkmarks next to yes) 6	
	negatively affected.	
	Survey #15: 6	
	Survey #16: Timing of year more than # of event	
	Survey #17: 2-3	
	Survey #18: 3 or less	
	Dew. NO MORE.	
	something that will be good?	
	problem.	
2. If the City of Flagstaff limits the number of events, should the City allow exceptions?	9	8
List exceptions:		
	Survey #3: Educational and recreational emphasis would be good. For profit events do affect sales to local business.	

	Survey #6: If the event attracts locals and tourists. It should benefit the community and entice tourism.	
	Survey #9: Charity events, local business events	
	Survey #11: Probably should remain as is.	
	Survey #12: Perhaps a one-time only event.	
	Survey #16: Case by case add one if you take one away	
	Survey #17: Maybe	
	Survey #20: Something so spectacular that it is a win win for all.	
	Survey #22: Parking. Where does everyone park?	
3. What type of events should be allowed to shut down a street(s)?		
Answer:	Survey #1: Parades	
	Survey #2: Intelligent, constructive, patriotic	
	Survey #3: Parade	
	Survey #4: Holiday Parades	
	Survey #5: Street fairs, the car show, parades, first Fridays especially	
	Survey #6: Highly publicized community and tourist attractions appropriate for families.	
	Survey #8: Any event that bring a larger volume of people (City can estimate)	
	Survey #9: Runs, parades, Dew Downtown	
	Survey #10: Events that benefit the broadest number of residents and tourists.	
	Survey #11: ??	
	Survey #12: I really would prefer zero closures.	
	Survey #13: Christmas, New years, Homecoming	
	Survey #15: Existing parades (except Armed Forces Day Parade). The Dew and Route 66 Days are good examples of a well promoted and organized event.	
	Survey #16: Big quality event that "add" value to downtown experience.	

	Survey #17: Short term events. Rt66 car and parades or pine cone drop is a great event.	
	Survey #18: 4th of July and Light Parade (4th of July should be a green, environmentally, neighborhood friendly, non-motorized, non-amplified speakers parade)	
	Survey #19: 4th of July and Holiday Lights/ Dew is ok. NO MORE.	
	Survey #20: Festivals that will include or work with the business downtown which the street closure will affect. Parades and special honorary events.	
	Survey #21: Festivals, parades, Indian dancing, school events.	
4. Are there any types of events that should not shut down a street(s)?	17	1
Explain:	Survey #1: Any event on the Square should not shut down a street.	
	Survey #2: Retail	
	Survey #3: Events that shut the street down for more than several hours.	
	Survey #4: Any other events that close the streets affect someone.	
	Survey #5: Politically oriented protests	
	Survey #6: Adult venues.	
	Survey #7: Anything that is bad for business, ex: bike race on Memorial Day weekend (still *vulgar language about that)	
	Survey #8: Smaller events that are easily kept in Square.	
	Survey #9: Any type of religious events or events that outcast a group of people.	
	Survey #10: Out of town owned event!	
	Survey #12: I am not a proponent of street closures. n/a	
	Survey #13: Dew, car shows, 10,000 Tours-Heritage Square sales	
	Survey #15: Events that incorporate majority retail situations and events that do not provide adequate parking and promotion plans.	
	Survey #16: Hopi Festival (per their own application) expects 1000 visitors. That is too small and can be handled on Heritage Square.	

	Survey #17: Snowboarding/skiing or limit the event to 1 day.	
	Survey #18: Anything other than a parade (3 or less). Nothing that will last longer than 2 hours.	
	Survey #19: Running and biking events	
	Survey #20: Not sure what type	
	Survey #22: Homecoming. Put it on campus. Fine the heck out of bus that serve drunks at Tequila Sunrise.	
5. Are you aware of the Dew Downtown Festival and NAU Homecoming Parades' ambassador programs?	17	5
	Survey #1: only with Dew Downtown	
	Survey #14: So what!	
6. What should events, with associated street closures provide?		
Trash Pick up and Removal	22	
Parking Plan	20	
Marketing Plan	12	
Potable toilets availability and access	17	
Street sweeper scheduled	19	
Ambassador Plan	12	
Other?	Survey #6: Event pays these fees. (Two asterisks next to marketing plan)	
	Survey #11: Short of eliminating events, I do not know how to improve the environment. For businesses, if we had ideas, we would have tried to implement.	
	Survey #12: (three x's next to parking plan + exclamation mark; three x's next to portable toilets)	

		—
	Survey #14: Re-seeding of Wheeler Park to benefit important keystone species.	
	Survey #15: (Exclamation marks next to parking plan and marketing plan) Vendor parking on private/paid lots.	
	Survey #16: List of "noncompeting" criteria that does not compete w/downtown biz	
	Survey #17: Consideration to residence-keep noise level down, no alcohol, staff off private property, turn diesel engines off.	
	Survey #19: Parking restrictions	
	Survey #21: Emergency	
7. What can event producers, who shut down a street(s), do to increase business in the downtown area (besides not		
occur)?		
	Survey #1: Build a parking garage!	
	Survey #2: We need management plan, we need LOCAL-not out of town event producers.	
	Survey #3: Have events that promote local business. Demonstration of art and food from local business in Heritage Square would be great.	
	Survey #4: Tout downtown as a destination for dining and shopping.	
	Survey #5: Have an event that will attract a crowd that will hopefully patronize the rent paying businesses rather than compete with them. Survey #6: Promote their event.	
	Survey #7: Do not compete w/existing businesses and market their event.	
	Survey #8: Advertise local and Phoenix.	
	Survey #9: The event itself is creating foot traffic that may not have walked past your shop in the first place.	

	Survey #10: Work in conjunction to cross promote relevant businesses to their event.	
	Survey #11: No idea	
	Survey #12: Provide parking	
	Survey #13: It's a conflict to established store (can't read word)	
	Survey #15: Promotion, Parking plan for visitors and parking plan for vendors. *Paid promotion*	
	Survey #16: Extensive regional and state wide marketing to bring more visitors to Flagstaff.	
	Survey #17: not occur	
	Survey #19: Not much	
	Survey #20: Involve downtown businesses	
	Survey #21: Keep it clean and safe and kid friendly	
8. What should event producers do prior to the City Council meeting for their street closure?		
	Survey #1: Contact businesses, explain and get signatures	
	Survey #2: Submit a petition to all neighbors. Not just Dew.	
	Survey #3: Contact local business to get input	
	Survey #5: Don't know	
	Survey #9: Have estimate on how many people may attend and then length of the event.	
	Survey #10: Meet with downtown business owners for input multiple times.	
	Survey #11: Follow today's procedures. Submit event application for City review.	
	Survey #12: ?	
	Survey #15: Collect signatures from all downtown businesses, not just the ones directly in front of proposed closure.	_
	Survey #16: Notify and meet downtown businesses to discuss the plan (DBA) with plenty of lead time to accommodate changes.	

	Survey #18: Read the regulations, notify residence	
	Survey #19: Provide everything in item 6	
9. Which organizations/businesses should street closures be an option for?		
Local nonprofits	17	
Local for profit businesses		
Out of town nonprofits		
Out of town for profit businesses	3	
	Survey #3: Parades for holidays.	
	Survey #7: ?	
	Survey #10: Out of Town Nonprofits: No!; Out of Town for profit businesses: No!	
	Survey #16: Out of Town Businesses: no; Out of Town for profit businesses: No	
	Survey #19: Local nonprofits: perhaps; Out of town nonprofits & out of town for profit businesses: absolutely	
10. Currently City Council has the authority to approve or deny one way street closures. Do you want to change this?	2	13
Why or Why not?	Survey #1: It's more democratic and people are allowed to speak and voice	
	Survey #2: If the Council doesn't approve it who do we hold liable? Esp. for stupid bad events.	
	Survey #3: I actually believe the City Council has the interest of business in mind.	
	Survey #4: It's fine the way it is now	
	Survey #8: Whichever one that will increase closures.	
	Survey #10: As long as there is adequate input from downtown businesses	
	Survey #12: Public needs to provide input	

	Survey #16: Establish downtown committee with authority	
	Survey #18: How would it happen if Council didn't do it?	
	Survey #20: Because I feel City Council need to know what goes on with-in the City of Flagstaff that affects businesses and residents.	
	Survey #21: Not sure	
11. What criteria should City Council use when deciding whether to approve or deny a street closure in the downtown area?		
	Survey #1: How it will effect the downtown businesses. Consider, for example, we wait all year for Xmas sales and the 2 Saturdays before Xmas the streets are marked temporary parking closure the day before and many people avoid downtown when they could be shopping. This a family event and most don't even enter the shops with kids.	
	Survey #2: They need to judge content. They need to judge content. They need to judge content.	
	Survey #3: The impact on the local business community. May we be told about the event before the permit is issued.	
	Survey #4: Simple: Holidays only.	
	Survey #5: Don't have events that are protests	
	Survey #6: Does it attract tourism, local community, outreach and family	
	Survey #8: Cost to the City vs. Participation	
	Survey #9: Area impact. If it's an early morning run local business will profit from family outings.	
	Survey #10: Broadest benefits to the most residents and tourists	
	Survey #11: Benefits to City-not just downtown businesses. What does event provide to public?	
	Survey #12: Perhaps a report on retail shop impact. Without the retail, I'm not sure what the attraction is.	

Survey #13: You need to know this only helps bars and restaurants is causing other types shops to (?) downtown.
Survey #14: Move Pride in the Pines. Gotten too big, music is too loud and political. Lyrics are obscene! Move to Tuthill or any place but Rt180. Negative impact on our town!
Survey #15: The event needs to well promoted and organized. Provide parking plans for visitors and vendors. Proof of paid advertisement should be required at some point. There needs to be majority of signatures from local businesses.
Survey #16: Is it bringing more visitors to Flagstaff; is it the right time of year (shoulder season); will they perform to higher standards set and agreed; Is it content appropriate to "add" to the visitor experience
Survey #17: Who is directly or indirectly affected and why. How many are affected?
Survey #18: The big picture; how many events take place; degradation of quality if life, peaceful enjoyment, access to home owners property. Lower noise level by having a non-motorized event without amplified speakers.
Survey #19: 1) Events that have a major social impact on our community: 4th of July and Holiday Lights; 2) Events that have major economic impact on our community.
Survey #20: 1) Will this event include the businesses where street closure will effect. Businesses like to be included/not excluded.; 2) Is this event good for Flagstaff (partnership). 3) The draw it brings; 4) Currently the list provide is good. Survey #21: Have not lived here long enough to know either way.
Survey #2: You are going to find resistance if you do not help the retail shops. Closing street allowing for no access to businesses during events will create animosity and bad communication.

Survey #3: I would like the local business to be able to support events in the downtown area that benefit retail restaurants. By allowing us to create an event in Heritage Square next summer, everyone will succeed.	
Survey #5: I like seeing street closures. It makes the downtown a more interesting and friendly place and it attracts more people to come into the downtown.	
Survey #7: Downtown events should be changed by Downtown B.I.D. not City Hall	
Survey #8: Close streets for Artwalk evenings. Move events keeps locals and tourists downtown which increases revenue.	
Survey #9: We have been doing our run for a couple years now and if we are not able to use the downtown area our run will suffer and in turn create issues for a non-profit that has been in town for 30 years.	
Survey #10: Permits should be restricted to local businesses or at least they should be given the right of first refusal on proposal on all events. If two similar events are proposed the local business/organization should ALWAYS be given preference.	
Survey #11: Wish I had ideas to improve environment.	
Survey #12: Parking is always an issue.	
Survey #15: There needs to be event signage for visitor traffic and parking. Event signage and traffic control signs need to be festive. Downtown looks like a construction zone and looks bad from the visitor's perspective. Vendor parking should be a designated/private/paid parking lot. All of the above should include Heritage Square!	
Survey #16: Lots of need for "better" management. Lots of opportunity to do this right so that everyone wins.	
Survey #18: See attached email to Glorice	

e City needs to find alternative to Downtown for Events. E.g.: bwntown; NAU-should hold parade there. They have the the City on campus for once.	4th		
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Timing	No of surveys turned in? 24	
	Yes	No
Does the day of the week or the time of the day matter for a street closure?	17	7 6
	Survey #15: Anytime can be a bad time Downtown is always pressured with parking from the County and Downtown employees. Survey #20: Obviously so.	
What days of the week are preferred?	,	
	Survey #2: weekends-evenings Survey #3: Fridays, Saturdays, Sundays	
	Survey #4: Sunday Survey #6: weekdays	
	Survey #8: weekends Survey #9: Fri, Sat, Sun	
	Survey #10: None Survey #13: Non holiday weekdays and events in the slow time of year.	
	Survey #16: None Survey #17: Weekends Survey #19: Weekends & holidays	
	Survey #20: entirely depends on type of event. Survey #21: Weekends	
	Survey #22: have no idea Survey #23: weekends are ok.	
What days of the week are not preferred?	<u> </u>	
·	Survey #2: weekends day Survey #3: Mondays-Thursdays	
	Survey #4: Friday/Saturday	

	Survey #6: weekends	
	Survey #7: weekdays	
	Survey #9: Mon, Tues, Wed, Thurs	
	Survey #10: Weekends	
	Survey #11: Sat-Sun	
	Survey #12: Fri-Sun	
	Survey #13: Sat + Sun	
	Survey #16: All	
	Survey #17: M-F	
	Survey #19: Regular workdays	
	Survey #20: entirely depends on type of event.	
	Survey #23: during the week	
What time of the day preferre	y is d? Survey #1: morning is better	
	Survey #2: evenings	
	Survey #3: Anytime	
	Survey #4: As late as possible	
	Survey #5: Early morning	
	Survey #6: morning	
	Survey #7: All day	
	Survey #9: Mornings	
	Survey #10: morning only	
	Survey #11: Mon-Fri	
	Survey #13: Earlier in the day before noon	
	Survey #16: None	
	Survey #17: PM after 3 or am 9-noon	
	Survey #19: All day is fine	
	Survey #20: entirely depends on type of event.	
Does the time of the year atter for a street closure?	14	
What is the best time of yea	Survey #1: winter	

	Survey #2: June-Nov	
	Survey #3: Anytime	
	Survey #4: Winter	
	Survey #6: winter	
	Survey #9: any	
	Survey #10: Winter	
	Survey #11: Summer	
	Survey #12: non winter	
	Survey #13: Shoulder season	
	Survey #14: fall/spring/winter	
	Survey #15: Winter	
	Survey #16: None	
	Survey #17: Summer	
	Survey #20: When massive road construction isn't going on.	
What is the worst time of year?	Survey #1: Summer, spring, fall	
	Survey #2: Nov-Jan	
	Survey #3: Anytime	
	Survey #4: Summer	
	Survey #5: Summer/Fall/Winter	
	Survey #9: None	
	Survey #10: Summer holiday	
	Survey #11: Winter	
	Survey #12: Winter	
	Survey #13: Summer	
	Survey #14: summer	
	Survey #15: June-October	
	Survey #16: All	
	Survey #17: Winter	
3. Does the length of time matter for a street closure?	17	, 7

4. Comments?	Survey #1: Length of time the streets are closed is important. The shorter the better.
	Survey #2: You have an event for 10-11am and give barricade the night before + 2-3pm make them down-this just plain is a business kill for us. The other parts of Flagstaff should share in all this event planning.
	Survey #3: I feel that we need more events, let's make it easier to do.
	Survey #4: Make it as short as possible.
	Survey #5: Having the street closed the weekend before a holiday is tough. Even the weekend before Valentine's Day is tough on jewelers.
	Survey #7: Devil is always in the details. Downtown should be managed by Downtown B.I.D. not City Hall
	Survey #8: Longer weekend would be fine-add a Monday or Friday
	Survey #9: Being in Flagstaff for 20 years, the street closures have never been a problem. Locals know the street will be closed and they plan accordingly.
	Survey #10: Morning only closures have a lesser negative impact on dtwn retail shops. Or the late night closures serve the same purpose.
	Survey #11: More street closures for art events.
	Survey #13: We do no have capacity to handle many street closures during prime summertime (Memorial Day thru Labor Day). We can and need to have events during the slow times; slow-Jan 1st thru Feb 28; Slow-Oct 1st thru Nov Veteran's Day
	Survey #15: Downtown has too many closures already. Why is this survey only focused on Downtown as the only place to hold events.
	Survey #16: 3-4 days is excessive. 1-2 hours is reasonable.
	Survey #17: Closing a street for a 1/2 day AM or PM is okay-not a 2,3, or 4 day closure. Too disruptive for businesses and residents and also people going to and from work or home.
	Survey #19: On weekends don't feel it matters due to people enjoy, walking around downtown.
	Survey #23: on weekends it is unimportant

Defining Downtown	No of surveys turned in? 23	
	Yes	No
1. Do you live in the South Dowtown Area?	1	22
2. Do you own a business in the South Downtown area?	2	21
3. Right now one way street closures in the North Downtown area go before City Council for approval. Should street closures in the South Downtown area go		
before City Council for approval?	18	3
	Survey #7: As long as north downtown requires approval.	
4. Should we allow more street closures in the South Downtown area?	6	6
Why or Why not?	Survey #1: That should be decided by Southside business owners	
	Survey #3: It would be ok if you didn't allow a bunch of retail stuff	
	Survey #6: Closures are fine as long there is a strict guidelines for a parking plan, vendor parking plan, promotion, etc.	
	Survey #7: Don't know. I would not consider good site for venues.	
	Survey #9: because it does not help to small business	
	Survey #10: Lowers sales for non-bar.	

	Survey #11: With proper "vetting" does it bring "more" to the area or does it "need" the biz to have success	
	Survey #12: because you always close the north side.	
	Survey #13: it's quiet down there, and they need more activity	
	Survey #14: Not sure how many they have now	
	Survey #16: More events should be moved there like the NAU Homecoming Parade	
	Survey #17: Promote cultural and community events, attracts people to Flagstaff.	
	Survey #18: Hard to get around when during regular work days.	
	Survey #19: No because one way streets.	
	Survey #23: Probably not, but I know more about the northside.	
5. What should the City consider before allowing street closures in the South Downtown area?		
Answer:	Survey #1: Parking-it just can't be avoided anymore! This could solve many problems.	
	Survey #3: Mainly how long is street to be closed and what number of people are expected.	
	Survey #5: Traffic control, business opinion	
	Survey #6: Closures are fine as long there is a strict guidelines for a parking plan, vendor parking plan, promotion, etc.	
	Survey #7: Same as north downtown.	
	Survey #8: Parking	
	Survey #9: Not to affect small business	

	Survey #10: Survey bars	
	Survey #11: Content-does not compete with are biz. i.e. An art show closure with retail will "hurt" the area art galleries.	
	Survey #12: not really much at all-the City never judges content any way!	
	Survey #13: The same things as for north of the tracks.	
	Survey #14: What residents and businesses want for that area	
	Survey #16: 1) length of closure; 2) Impact on business	
	Survey #17: Value to community economically.	
	Survey #18: That it be on a weekend or holiday where regular work day traffic is not affected.	
	Survey #21: safety, trash, restrooms	
	Survey #22: One way streets	
	Survey #23: How it negatively affects businesses and turns off people from coming down tot the area in general.	
6. Right now one way street closures in the North Downtown area go before City Council for approval. Should street closures west of Humphreys go before		
City Council for approval?	13	3
	Survey #21: n/a	
7. Comments?	Survey #2: This is an issue for the Southside owners.	

Survey #3: Closing the streets hours before an event for parade is a complete business kill-put we want people to have fun downtown are willing to take a hit. Perhaps only a certain number of closures. Plus the Southside needs a venue a Square or gathering place.	
Survey #4: Tourism is a top source of income for Flag. Downtown is more appealing to tourists than even which helps increase this revenue stream. The City needs to clean alleys from ice and bar crowd waste. Only close streets for things that attract tourists and locals. A well throughout parking and marketing plan must be required. When people are downtown, we do well. If events are not promoted it deters tourists. Council, please use common logic for the betterment of this beautiful historic downtown. Thx!	
Survey #5: I think this effects residents more and they should have a say.	
Survey #9: I do have an Art Gallery/massage therapy business! Which is a great service to the community therefore by closing streets stops the flow of therapy, art, etc.	
Survey #11: Again-does it add to the customer experience or does it compete. Do the events have off street parking, marketing, safety and sanitation that add to the customer experience.	

Survey #12: All street closures affect someone and somebody! When you close the streets around a route or assembly you get all of the retails, remove the parking and kill business for that day-there are only 2 or 3 streets in North Downtown that can be closed without shutting down traffic for that day! I have no idea why we never do anything for the rest of FLAGSTAFF! 4th st etc-why do we hammer downtown San Francisco St should never be blocked or closed.	
Survey #13: I think tat it should be the same as for downtown. The same opportunities and requirements. We just need more activity in the downtown area.	
survey #16: Downtown can be defined in 4 distinct districts: 1) South Downtown South of tracks to Butler; 2)Downtown Core-Aspen/Birch/Cherry; 3)Uptown: Cherry North to Fine; 4)West Downtown: West of Wheeler Park. Each area has distinct neighborhood issues with events.	
Survey #18: Big events not only bring business to the downtown area, but it brings business to other businesses around Flagstaff.	
Survey #19: N/A do not work and live in downtown flagstaff.	

Table 1: EVENT WORKSHEET

Key Goals	Event Attributes	Points Awarded	Points Possible
Marketing	Promote Flagstaff as a		10
	destination		
	Promotion within the state		10
	Promotion within region		15
	Newspaper and Radio		10
	advertisements (Quantity)		
	Public Service Announcements		5
Season	Preference to those events held		10
	in early Spring, late Fall or Winter		
	# of days		5
	(preference for shorter events)		
Public Outreach	Outreach plan		5
Ambassador Plan	Number of ambassadors		10
	(Preference given to larger		
	numbers)		
	Downtown Liaison		5
Parking Plan	Rental of City Hall Parking Lot		5
	Rental of Wheeler Park parking		5
	Use of private parking lots		10
	Parking Map (Inclusion of		10
	attendants and signage)		
	Inclusion in marketing		5
	Shuttles		10
Trash/Portable Toilets	Map, including the number of		5
	trash locations		
	Recycling stations		5
	Map, including the number of portable toilet locations		5
	'		
	Volunteers		5
Vendors	Vendors do not directly compete with established businesses		15
Admissions	Higher points for free		5
	Patrons allowed to enter, exit		5
	and re-enter at will		J
Anticipated Attendance	Higher points for 5000+		5
	attendees		
Local vs Out-of-Town	Local vs Out-of-Town Higher points for local		10
Nonprofit vs Commercial	Higher points for nonprofit		5
Family Friendly?	Encourages family-friendly		5
	activities		
Total			200

CITY OF FLAGSTAFF RECREATION SERVICES SPECIAL EVENTS – RULES AND REGULATIONS

DEFINING A SPECIAL EVENT:

Any organized activity involving the use of, or having impact upon, City property, City facilities, parks, sidewalks, street areas or the temporary use of City property in a manner that varies from its current land use, requires a permit. (Ordinance 2010-27, Chapter 8-12, Special Events)

SPECIAL EVENT PERMIT GUIDELINES:

- 1. The Applicant/Event Organizer completes a Special Event Permit Application including all necessary attachments and returns the completed application to City of Flagstaff, Recreation Services- Office of Community Events in-person, by mail, via fax or email.
- 2. The deadline for submitting Special Event Permit Applications is ninety (90) calendar days for Level A events; sixty (60) calendar days for Level B events; and fourteen (14) calendar days for Level C events prior to requested event date(s). Failure to do so will result in a late fee or denial of the permit.
 - Level A applications submitted between 55-89 calendar days prior to the event date will be assessed a late fee. Applications submitted less than 55 days prior to the event date will be denied.
 - Level B applications submitted between 40-59 calendar days prior to the event date will be assessed a late fee. Applications submitted less than 40 days prior to the event date will be denied.
 - Level C applications submitted between 10-13 calendar days prior to the event date will be assessed a late fee. Applications submitted less than 10 days prior to the event date will be denied.

3. Applications that are incomplete or not accompanied by the required information will not be accepted.

- 4. All applications should include the following for initial submittal:
 - Completed and signed application (both signature lines)
 - Application fee
 - Certificate of insurance-see page 5 (valid for event dates, set up and tear down)
 - Complete and detailed site plan-see pages 7-8
 - Electrical Plan-see pages 10-11 (if applicable)
 - Submit IRS letter of nonprofit status-see page 3 (if applicable)
 - Traffic Control Plan-see pages 13-15 (if applicable)

SPECIAL EVENT PERMIT PROCESS

- 1. Administrative Review
 - Once a special event application has been submitted, an administrative review by staff will be conducted to assess the completeness of the application.
 - Administrative review time frame:
 - Level A: 10 working days
 - Level B: 10 working days
 - Level C: 3 working days
 - The City shall issue a written notice of administrative completeness or deficiency within the
 defined administrative review time frame. Multiple departments within the City will provide
 a coordinated notice to the Office of Community Events. A list of deficiencies will be
 provided to the applicant and when compiled by the event producer are due back to the
 Office of Community events within the time frame below:
 - Level A: 27 working days prior to event date
 - Level B: 17 working days prior to event date
 - Level C: 5 working days prior to event date
 - The time clock is stopped until the missing/corrected information is resubmitted to the City.
 - Acceptance of completeness of a submittal is no guarantee of its approval.

2. Substantive Review

- Once the administrative review is complete and all requested information and documents have been submitted by the event producer, City staff will review the application on substance. It is after this review that the application will be approved or denied.
- By mutual agreement the City and the applicant may extend the substantive review time frame, but may not exceed 25% of the overall time frame.
- The City and applicant may mutually agree in writing to allow the City to submit supplemental requests for information during the substantive review.
- Substantive time frame:
 - Level A: 20 working days
 - Level B: 10 working days
 - Level C: 4 working days
- After the substantive review, the City may make one (1) comprehensive written request for additional information.
- The time clock is stopped until the missing/corrected information is resubmitted to the City.
- A list of deficiencies will be provided to the applicant and when compiled by the event producer are due back to the Office of Community events within the time frame below:
 - Level A: 5 working days prior to event date
 - Level B: 5 working days prior to event date
 - o Level C: 2 working days prior to event date

3. Pre-event:

- If the nature of the event warrants, Recreation staff will schedule the event for an "informal review" by City staff. The Applicant/Event Organizer will be notified of the meeting date and will be required to attend. The goal of the meeting is to inform the Applicant/Event Organizer of all Department/Division special use conditions.
- Upon meeting all requirements and payment of fees, an approved permit is issued to the Applicant/Event Organizer.
- After the event, the applicant/event organizer will also be apprised of "Status Standing" (i.e.: if conditions established by the City were not followed). The cost of cleaning and/or damages assessed and billed against the security deposit and remaining balances billed to Applicant/Event Organizer.
- The event producer is guaranteed exclusive use of the permitted municipal park or facility for the duration of the allotted time indicated on the Special Event Permit. The event producer must have the issued Special Event Permit in their possession at all times. The event producer has the right to ask the violator(s) to exit the permitted municipal park or facility if they so desire. If the violator(s) fail to exit the premises, the Flagstaff Police Department may be called for assistance.

PERMIT HOLDERS AGREEMENT:

The special event Applicant/Event Organizer/event organizer will be required to sign the Permit Holders Agreement prior to issuance of the Special Event Permit. By signing the Permit Holders Agreement, the permit holder(s) acknowledge and agree that they:

- Are aware of the non-refundable application fee
- Are aware of hazards to the safety of personnel and property that is inherent in the operation of the event and any related equipment
- Will operate the event and use of any related equipment in a safe manner
- Will maintain in force, throughout the duration of the event, liability insurance coverage
- Will operate only from the areas specifically designated
- Will clean operating areas of all trash and loose debris accumulated as a result of the activity prior to vacating the area
- Applicant/Event Organizer will remove all equipment or items associated with the event by the end of their allotted reservation schedule
- Will provide the City of Flagstaff, Recreation Services Office of Community Events all necessary deposits (i.e. key and/or cleaning)

- Will provide security as warranted and be responsible for the control of spectators assembling as a result of the activity
- Will be responsible for any privately owned equipment left at the facility
- Will abide by all conditions of use
- Will return all City issued rental equipment to appropriate location within one business day after the event in the same condition as received
- Will provide access to event in accordance and compliance with American Disabilities Act standards
- Will defend, indemnify and hold harmless the City of Flagstaff.
- Pursuant to City of Flagstaff Ordinance No. 2010-27, it is unlawful for any person in charge of, or responsible for the conduct of, a duly permitted special event to knowingly fail to comply with any term or condition of a special event permit.

FAILURE TO COMPLY:

Failure to comply with rules, regulations and policies may result in the following:

- Termination/cancellation of event or rental contract
- Eviction from the premises
- Loss of future rental privileges
- Impact the Status Category of the event (Good Standing, Probationary Standing, Poor Standing)

ORGANIZATION STATUS

- 1. All entities or organizations without valid tax exemption status are considered to be commercial in nature unless they are a local community organization (i.e. church, club, school).
- 2. Nonprofit organizations need to have been recognized as tax exempt by the Internal Revenue Service (IRS) at least six (6) months prior to your event date and is in good standing with the IRS. If you are a bona fide tax exempt nonprofit organization, a copy of the tax exemption letter certifying your current tax exempt, non-profit status is required.
- 3. Applications must attach a copy of this tax exemption letter with their application otherwise, commercial, for profit, rates will apply. For local community organizations, a narrative by the chief officer of host organization must be submitted with the application.

FEES AND DEPOSITS:

- 1. User fees and deposits must be determined per current Special Event Fees and Charges and required as stated in the policies.
- 2. Security deposits will be determined as follows: Events in "Good Standing" and new events will be required to pay the current stated security amounts; "Probationary" events will be required to pay 150% the stated security deposits; Events in "Poor Standing" will be required to pay 200%.
- 3. All fees and deposits for events will be due forty five (45) business days prior to Level A event dates, thirty (30) business days prior to Level B event dates, and seven (7) business days prior to Level C event dates, and may be paid by cash, check, money order, or credit card. The application fee is due at the time that the application is submitted to the Office of Community Events.
- 4. Parks, Recreation and/or Facilities Maintenance overtime/holiday burden rates will be charged to the Event Organizer in the following situations:
 - Parks, Recreation and/or Facilities Maintenance is required to perform maintenance duties outside of their normal working hours.
 - Parks, Recreation and/or Facilities Maintenance is required to repair municipal parks/facilities due to damage caused during the Special Event.
 - Event Organizer fails to perform adequate cleanup during and after the event.
 - Staff is required to be present due to non-compliance issues related to the permit.
 - Minimum of 2 hour call out time will be charged to the event producer.
- 5. All fees and deposit checks will be cashed upon receipt. Refundable deposit amounts will be issued when all contractual terms have been met.
- 6. Upon the conclusion of the event, Recreation staff will assess the cost of cleaning and/or damages and the total will be deducted from the deposit.

7. Deposit refund balances will be issued to Event Organizer within 30 days after all contract terms are met post-event.

CANCELLATIONS AND REFUNDS:

- 1. Written cancellation notice must be delivered to the Office of Community Events at least thirty (30) business days in advance of Level A event dates, fifteen (15) business days in advance of Level B event dates, and three (3) business days in advance of Level C event dates for a full credit of deposits and fees. Cancellations after that time may result in forfeiture of deposits and fees.
- 2. Application fees are non-refundable and are applicable regardless of event cancellation.
- 3. Event Organizer may decide up to twenty-four (24) hours prior to use to request a postponement of the event due to weather and reschedule for another available date during the same season at no additional charge. City of Flagstaff-Recreation Services is not obligated to provide an acceptable date to the Event Organizer postponing their event.
- 4. If the notice granting or denying the permit is not issued within the overall time frame, the City shall refund all fees charged for reviewing and acting on the application, and shall excuse the payment of as yet unpaid fees. The refund shall be made within 30 working days after expiration of the overall time frame of the agreed time frame extension without the applicant having to ask for a refund. City shall continue to process the application, and there is no longer any time frame within which it must be completed.

HOURS OF OPERATION:

- 1. Flagstaff City Code (8-11-001-005. Use By the General Public/Hours of Use)
 - Permitted hours of use must be between 5:00 a.m. and 10:00 p.m., Sunday through Thursday, and 5:00 a.m. and 12:00 midnight, Friday and Saturday, unless such person has acquired the appropriate permit from the City of Flagstaff, Recreation Services-Office of Community Events.
- 2. City Hall business hours between the dates of May 1st through the day before Labor Day are 7:00 a.m. 4:00 p.m. and between the dates of Labor Day through April 31st are 8:00 a.m. 5:00 p.m.

MUNICIPAL PARK/FACILITY AVAILABILITY:

- 1. Special Event Permit Applications are accepted a maximum of one (1) year in advance of the event. If an organization/individual has established an historic event during the same time each year and rates in "Good Standing" or "Probationary Standing" that organization/individual will take precedence over any other submitted event proposed for the same time frame.
- 2. The Recreation Services Director and/or Community Enrichment Services Director have the authority to decline proposals for events that are located in areas of close proximity to historic or already permitted events. The Recreation Services Director and/or Community Enrichment Services also have the authority to allow events requiring special consideration due to the nature of the event and benefit to the community.
- 3. The use of park property may not be granted when, as determined by the Recreation Services Director and/or Community Enrichment Services Director or a designated representative, such use is unsafe, will damage the facility, or is not in the best interest of the City.
- 4. Applicant/Event Organizer must obtain a permit to use a municipal park/facility. This Special Event Permit will allow use for a maximum of three (3) days with one (1) day prior for set up and one (1) day post-event for tear-down. Event cannot occur during the set up and tear down dates.
- 5. The exclusive use of playground areas, skate parks, and BMX parks cannot be reserved by one group, and access to the area by the general public must be available at all times. The City of Flagstaff, Recreation Services-Office of Community Events does not permit special events in any Cityowned skate park or BMX park.
- 6. Events held at Wheeler Park will be limited to a maximum number of 16 events per calendar year. Events with historic precedence will be given first priority.
- 7. When enclosed by fencing, the maximum capacity of Wheeler Park is limited to 4000 attendees. With the addition of the adjacent parking lot, the maximum capacity of Wheeler Park is limited to 4500 attendees. With the addition of the ½ closure of Aspen Ave directly adjacent to the park/parking lot, the maximum capacity is limited to 4750 attendees.

PRIVATE PROPERTY/TEMPORARY USE PERMITS:

- 1. Events Requiring a Temporary Use Permit
 - Events on private property may require a Temporary Use Permit issued by the Community Development Department Planning and Development Services.
 - Regulations governing temporary uses located on private property can be found in the Land Development Code. Contact the Planning and Development Services at (928) 213-2641 for information and permit procedures.
- 2. Events that do not require a Temporary Use Permit
 - Except as specifically provided in the Land Development Code, restrictions on temporary uses shall not apply to any use that is conducted entirely on private residential property, operated by the person, company, or organization owning the property, provided that the duration of the temporary use does not exceed forth-eight (48) hours and is repeated not more than four (4) times a year.
 - This does not relieve private property owners of the need to comply with other regulations, such as the Noise Ordinance, Sales Tax Ordinance, provisions of the Zoning Ordinance, etc.

INSURANCE:

- 1. For events and series of events occurring on City-owned property, the Applicant/Event Organizer must provide a Certificate of Insurance for commercial general liability, auto liability (if applicable), and liquor liability (if applicable) naming the City of Flagstaff as additional insured.
- 2. Insurance coverage must be maintained for the duration of the event including setup and dismantle dates.
- 3. The certificate must indicate the dates, times, and location of the event. The person/organization listed on the certificate must be the Applicant/Event Organizer.
- 4. For event series or organizations with multiple events throughout the year, the Event Organizer may use the following verbiage: "City of Flagstaff is listed as additional insured for any and all events held on City property."
- 5. Have insurance providers address the certificate to the attention of the City of Flagstaff Recreation Services and submit it with the Special Event Permit Application.
- 6. Minimum limits are as follows:
 - \$1,000,000 per occurrence
 - \$1,000,000 aggregate
 - \$1,000,000 automobile liability (or non-owned automobile liability) (if applicable)
 - \$ 1,000,000 liquor liability insurance (if applicable)
- 7. Workers' Compensation statutory coverage with basic employers' liability limits (if applicable)
 - •\$100,000 per occurrence for bodily injury
 - •\$100,000 per employee for bodily injury by disease
- 8. \$500,000 aggregate for bodily injury by disease.
- 9. Additional limits may be required after review.
- 10. Providing the above-listed insurance does not in any way reduce or eliminate any responsibility assumed under the indemnity agreement, described in the Special Event Permit Application as Affidavit of Applicant/Event Organizer.
- 11. The following applies to Amusement Rides:
 - The State of Arizona through statute ARS 44-1799.61 1799.64 requires an amusement ride operator have \$2 million CSL liability limits (or split limits of \$1 mil BI & \$500,000 PD).
 - This statute requires the operator to provide documentation of insurance, inspection and permit to each sponsor, lessor or property owner of the property were the amusement ride is operated.
- 10. Contact City of Flagstaff Risk Management at (928) 213-2082 for more information.

TENTS OR CANOPIES:

1. Stakes may not be driven into turf, grounds, asphalt or other surfaces without explicit written approval from the Parks Department. If approved, the Applicant/Event Organizer must call Blue Stake (1-800-782-5348) at least five (5) days before the event to locate utilities. The Blue Stake notice number must be provided to Office of Community Event prior to any staking.

- 2. Any damage to underground utilities or irrigation due to authorized or unauthorized staking is the responsibility of the Applicant/Event Organizer.
- 3. When staking is not approved tents must be securely weighted down to ensure public safety. Small tents or canopies must be properly weighted to prevent the tent or canopy from blowing or falling over.
- 4. The Parks Department or Recreation Services-Office of Community Events will indicate areas approved for large tents or canopies. All tent locations and sizes must be marked on the submitted site plan.
- 5. Tents and membrane structures that have an area in excess of 400 square feet are to be manufactured of flame resistant material or to be treated with an approved flame retardant. Tent-closed on more than 25% of all sides.

NOISE CONTROL:

- 1. Event amplification must end by 10:00 p.m. Monday through Sunday with the exception of Wheeler Park where event amplification must end by 9:00 p.m. All events with amplification may not begin amplified entertainment until 12:00 p.m. on Sundays and 9:00 a.m. Monday through Saturday.
- 2. It is the intent of the City Council of the City of Flagstaff to endeavor to provide citizens with an environment free from such excess sounds or noise as may jeopardize their health, welfare and safety, degrade the quality of life, the tranquility of a neighborhood, or the right to quiet enjoyment of personal property. Event Organizers must be mindful of noise generated by entertainment and equipment and how it may negatively affect the quality of life of nearby residents and businesses. Police may submit a written notice to the Event Organizer providing requirements to alleviate noise related complaints.
- 3. The City's Noise Ordinance Code 6-08 applies at all times.
- 4. If event staff decides not to comply with police submissions, the Flagstaff Police Department has the authority to close an event or a portion of an event when responding to a legitimate citizen complaint. A police service fee for responding to two or more complaints (after having received a written notice) may be assessed to the Event Organizer.
- 5. The ability to offer live amplified entertainment in City-owned parks will be determined on a case-by-case basis, however the following rules will apply:
 - Wheeler Park Speakers will be directed away from neighborhood areas. Speakers must be
 pointed in a northeast or eastern direction. Speakers may also be oriented in a "surround
 sound" set up, where speakers are faced into the event space.
 - Foxglenn Park Speakers will be directed away from neighborhood areas.
 - Thorpe Park Multi-Use Field and Ponderosa Park Speakers must be oriented in a "surround sound" set up, where speakers are faced into the event space.
 - Decibel levels read from 100 feet of the speaker locations must not exceed 90 decibels, "A" weighted.
 - Event Organizers are required to have a decibel level meter at the soundboard for all events with amplified sound. Levels must be monitored by the event producer(s) and remain within the required decibels.
 - Working directly or in concert with the event producer, the Police Department and/or Recreation Services may lower decibel levels at any time during the event. The genre of music will not be used to determine whether to lower decibel levels.

BANNER AND SIGNAGE GUIDELINES:

- 1. Regulations governing temporary signs can be found in the Zoning Code 10-50.100.070 (Temporary Signs).
- 2. Intent to display banners must be indicated on the Special Event Permit Application.
- 3. Banners may be temporarily displayed in Wheeler Park and Heritage Square at designated locations on poles provided by Recreation Services Office of Community Events for the day(s) listed on the permit.

- 4. Temporary signs associated with events restricted to a City park or other City-owned or operated public property, including streets, vacant land and parking lots, shall be reviewed and approved by the Recreation Services section in compliance with the Special Event Permit Policy;
- 5. Banners may be affixed to temporary fixtures and equipment brought onto the permit site (such as a canopy, tent, stage, or food booth) by the Applicant/Event Organizer.
- 6. Banners must be identified on the Event Site Plan for placement on permanent structures and approval is required.
- 7. Banners may not be affixed to trees.
- 8. Banners may not be displayed on street medians, FUTS trails or within rights-of-way. An exception is the Downtown Banner Program, which allows banners to be displayed on the streetlights constructed specifically to accommodate the Downtown Banner Program.
- 9. Event banners must remain within the event site.
- 10. Banners affixed to the City's banner pole sleeves may not exceed sixty (60) square feet in total area.
- 11. Banners affixed to temporary fixtures may not exceed twenty-four (24) square feet in total area.
- 12. Directional signage may be placed up to one day before the event and must be taken down one day after the event. Directional signage must not exceed an area of 6 square feet.
- 13. Banners shall only be hung for the days permitted by the event producer, which may include the set up day(s).
- 14. Banners may not promote products that are illegal to consume by the patrons attending the event.
- 15. Banner language or depictions may not be profane or obscene.

EVENT SITE PLAN:

Applicant/Event Organizer must submit, with the Special Event Permit Application, an event site plan that includes the event area or route, indicating the location of equipment and specific activity areas. Applications will not be accepted without the event site plan. The Event Site Plan must include all fencing, or blockage of any area. Electrical panels and fire hydrants must be accessible from the street. Any changes to the Event Site Plan must immediately be communicated to the Community Events Coordinator and a new illustrated Event Site Plan is required.

- Your event site plan should be submitted on an 8 ½" x 11" or 8 ½" x 14" format.
- Location of equipment and parking must be provided in the event site plan.
- Location of set up/tear down equipment and parking for those setting up the event.
- If the event involves a moving route of any kind, indicate the direction of travel and all street or lane closures.
- The location of fencing, barriers and/or barricades. Indicate any removable fencing for emergency access.
- The provision of minimum fifteen feet (15') emergency access lanes throughout the event venue if the event involves the closure of any street.
- When closing streets, Fire Lanes are required; they must be approved and indicated on the Event Site Plan.
- The location of first aid facilities and ambulances.
- The location of all stages, amplified stage equipment, platforms, canopies, tents, portable toilets, booths, Beer Gardens, cooking areas, trash containers and dumpsters, carnival/amusement rides, merchandise vendors, controlled access/admission areas, and other temporary structures or activities.
- Direction that speakers will be pointing.
- Generator locations and/or source of electricity.
- Placement of vehicles and/or trailers.
- Exit locations for outdoor events that are fenced and/or locations within tents and tent structures.
- Identification of all event components that meet accessibility standards (i.e. parking for the disabled, access areas, etc.)
- The Recreation Services Director and/or Community Enrichment Services Director or

designee has the right to adjust event site plans in order to protect the well being of the public.

Other related event components not listed above.

ACCESSIBILITY PLAN

- 1. To comply with all City, County, State and Federal Disability Access requirements, an accessibility plan is required when submitting your application.
- 2. All temporary venues, related structures, and outdoor sites for special events shall be accessible to persons with disabilities.
- 3. If a portion of the area cannot be made accessible, an alternate area shall be provided with the same activities that are in the inaccessible area. It cannot, however, be offered only to patrons with disabilities.
- 4. Disability access may include parking, restrooms, telephones, clear paths of travel, transportation, signage, accessible vendors and booths.
- 5. The use of truck track is required to cover electrical cables impeding access on paths of travel.
- 6. In order to mitigate tripping hazards, small electrical cords are required to be secured.
- 7. If all areas are not accessible a map or program must be provided to disabled attendees indicating the accessible restrooms, parking, telephones, drinking fountains, etc.

MEDICAL PLAN:

- 1. The Event Organizer is required to provide first aid and medical coverage for events open to the general public.
- 2. A First Aid Station is defined as a signed first aid area that is staffed throughout the entirety of an event with at least one CPR and first aid certified individual with appropriate supplies.
- 3. The station must have capability of calling "911" in case of a medical emergency.
- 4. The following matrix is provided as a tool in an effort to help determine the appropriate medical services needed based on the number of anticipated attendees.

PUBLIC ATTENDANCE	# OF FIRST AID STAFF	# OF FIRST AID STATIONS
200 – 1,000	1	1
1,001 – 10,000	2	1
10,001 – 14,000	4	2
14,000 +	4	2 + standby ambulance

SANITATION AND RECYCLING:

- 1. For events and series of events occurring on City-owned property, the Applicant/Event Organizer must arrange for trash and recycling services.
- 2. The provision of on-site containers for the collection of recyclable materials must meet the following standards:
 - Container Quantity- The number of recycling containers shall equal the number of solid waste containers.
 - Container Placement- The solid waste and recycling containers shall be placed next to one another throughout the event venue.
 - Accepted Materials- The types of recyclable materials suitable for deposit into each recycling container shall include, at a minimum, aluminum and metal cans, cardboard, and rigid plastic containers (#1-#7- except Styrofoam, plastic wrap, and plastic bags). Additional recycling materials may be collected as long as they conform to the City's current list of acceptable recycling materials. The most recent list may be obtained by visiting the City of Flagstaff website at www.flagstaff.az.gov/recycle.
 - Each recycling container shall be clearly identified as a recycling container and display a list of the types of recyclable materials that may be deposited into the container.
 - Recyclable materials deposited in to the recycling containers must be delivered to a recycling facility or dumpster for recycling, not a landfill or refuse dumpster for disposal.
- 3. Event Organizers are responsible for removal of all trash generated by the event to the appropriate dumpsters serving the event. If City staff finds the receptacles full or overflowing (additional waste found within the park) after the teardown time stated on the permit, Applicant/Event Organizers

- may be billed an additional service charge to be determined according to time spent cleaning the waste (see staffing costs, Park Maintenance).
- 4. If City of Flagstaff recycling containers are used during the event and are returned contaminated with food or liquids the Applicant/Event Organizer will be billed a per container charge for cleaning.
- 5. Call Environmental Services at (928) 928-213-2110 for assistance in determining trash and recycling needs.

PORTABLE AND PERMANENT RESTROOMS:

- 1. Portable restrooms are required for any event estimating an attendance of 100 or more people. If no permanent restrooms are on-site and the event expects less than 100 attendees, portable restroom requirements will be determined on a case-by-case basis. The Applicant/Event Organizer is responsible for contacting portable restroom vendors.
- 2. For locations with space constraints, an option to reduce the total number of required restrooms is to clean and replenish five (5) hours into the event in order to maintain appropriate health and sanitation standards.
- 3. For multiple day events, restrooms must be cleaned at the end of each day or prior to the next event day in order to maintain health and sanitation standards.
- 4. It is up to the Event Organizer to fully consider all aspects of their event (i.e. alcohol consumption, weather) to ensure an appropriate number of restrooms are made available.
- 5. Designated accessible restrooms (to accommodate wheelchairs and assistive devices) are required (any person may use these).
- 6. The American with Disability Act requires that 5% of all portable toilet units ordered be wheelchair accessible, or a minimum of one per order.
- 7. The City will charge the Applicant/Event Organizer for associated costs when City of Flagstaff provided restrooms facilities are not cleaned and restocked following use.
- 8. Portable units may not be placed on sidewalks or grass areas.
- 9. Portable toilets are to be removed immediately after the event or teardown time specified within the Special Event Permit Application. Fees may apply for additional rental of space or removal of the portable restrooms.
- 10. If a City site includes permanent restrooms, it is the responsibility of the Applicant/Event Organizer to clean and restock the restrooms during the course of the event. Restrooms will be locked at night and opened in the morning during the event by the Applicant/Event Organizer to prevent unauthorized use The Applicant/Event Organizer is responsible for any damage to the restrooms. Portable restrooms may be required and addressed during the routing process for those municipal parks/facilities that have permanent restrooms.

FOOD CONCESSIONS, VENDING, OTHER:

- 1. The Event Organizer is required to obtain a Special Event permit from the City of Flagstaff Tax, License, and Revenue Division for each event.
- 2. Applicant/Event Organizer will be required to provide a list of all individuals scheduled to sell merchandise, food or other items at least fourteen (14) days prior to the event. The information must include company name, contact person, address, phone number and current City business license number if applicable. All information is confidential and is for City Tax and Licensing use only.
- 3. Contact the City Tax and Licensing Department at (928) 213-2251 for more information.
- 4. If there are vendors at the event, the Applicant/Event Organizer must collect a \$15.00 fee from each vendor that does not already have a City Sales Tax or Business License. The fees and list of vendors must be submitted to the Tax, License, and Revenue Division on the following business day after the event.
- 5. Food booths are defined as a temporary facility operating for a short period of time in connection with a public gathering from which food items are sold/distributed.
- 6. Overnight camping within City limits unless in a designated camp site is not permitted per Land Development Code (City Code Chapter 8-11-001-0010 Prohibited Activities).

- 7. Event organizer will provide all vendors with a list of legal overnight parking/camping facilities (list available from the Office of Community Events).
- 8. Applicant/Event Organizers will specify the location of all proposed food booths.
- 9. Include location of vendors on site plan submitted with your application. Vendors are not to extend beyond the boundaries of the site plan when loading or unloading supplies.
- 10. Applicant/Event Organizers are responsible for obtaining County Health Permits for food handling, preparation and public distribution. Contact (928) 679-8750 for more information regarding County Health Permits.
- 11. Food vendors must be self-contained.
- 12. Fire extinguishers are required per Fire Department regulations.
- 13. Applicant/Event Organizer is responsible for ensuring that vendors have properly disposed of grease and other materials/items, and that they have been removed completely from the site.
- 14. Provide electrical amperage draws for equipment when submitting your application.
- 15. The Special Event permit will allow you exclusive control and regulation of any concessionaires/vendors within your defined venue.
- 16. For vendors with a table or tent who are not selling services or merchandise, a general use permit is required and applicable fees will apply. A special event permit is not needed. The general use permit does not guarantee "exclusive use of the area". The general use permit will not be issued if a "special event" is permitted for the space. More than one general use permit may be issued for a facility or park.

POTABLE WATER:

- 1. Recreation Services does not provide water connections for events.
- 2. There are two water needs options available for Event Organizers:
 - Water can be hauled to the site. The City of Flagstaff does not provide recommendations for water delivery vendors.
 - Water can be supplied by a Hydrant Meter at the event location if available. Fees and deposits may apply.
- 3. Hydrant Meter set-up and removal will only occur Monday-Friday from 8:00 a.m. 3:00 p.m.
- 4. Event Organizers are responsible for hydrant meter, all consumption recorded on hydrant meter, and backflow device.
- 5. Event Organizers must contact the Customer Service Manager seven (7) business days prior to the event at (928) 213-2230 to set up service.
- 6. For after hours emergencies, call (928) 774-0262.

ELECTRICAL INFORMATION:

- 1. Proper cords must be used (12/3 for outdoor use), all National Electric Codes must be followed, and connections must be weatherproof. Cords extending over sidewalks must meet ADA standards and be covered with Truck Tracks to prevent any tripping hazards.
- 2. Generators larger than 25 Kva or 25,000 Watts require an over-the-counter electrical permit from Development Services Division (contact 928-213-2618.) The following rules apply:
 - A licensed electrical contractor is to be used for installation and set up and must be on site during inspection with City Electrical Inspector.
 - Inspection of generator set-up is required. Additional fees apply when an inspection must occur during non-City Hall business hours. If an event requires multiple generators, a fee per generator is charged and added to the basic permit fee.
 - If each vendor applies for a permit separately, each vendor will pay the full electrical permit fee and the after hour inspection if applicable.
 - For more information on generator permit costs refer to the Special Event Fees and Charaes.
 - Larger generators may require a grounding stake. The location of each generator must be on the submitted site plan and approved by the Parks Department. Blue Stake (1-800-782-5348) may be called if a generator requires staking.
 - A fire extinguisher must be kept near generators. Minimum size: 2A-10BC.

- All generators associated with the event must be turned off (with exception of a whisperwatt quiet generator approved by the Office of Community Events staff) concurrently with the event ending each evening.
- Event Organizers may supply those in need of overnight electrical use access to the City electrical pedestal or direct them to legal camping locations where generator use does not impact residential areas. The power provision excludes power to overnight facilities such as Recreational Vehicles, camper trailers, etc. The power is for event related tents and event equipment ONLY. Violators will be charged a \$100 fee.

ELECTRICAL PLAN:

If applicable, the Applicant/Event Organizer must submit, with the Special Event Permit Application, an electrical site plan indicating all electrical equipment requiring electrical power, anticipated amperage draw (per item and in total), and an electrical site plan with the layout of extension cords and spider boxes. Event amperage requirements are requested for the safety of the event and in order to ensure adequate electrical needs can be met. The Applicant/Event Organizer must provide their own electrical equipment (i.e., generator or spider boxes) and electrical set-up.

- The electrical site plan must be completed by a licensed electrical contractor for those events using multiple power outlets. A less extensive plan must still be submitted for those using minimal electricity. The plan must be approved Facilities Maintenance Superintendent and the City Electrician at least 7 days prior to the start of the event.
- The City will inform the Applicant/Event Organizer of any additional requirements upon review of the Special Event Permit Application and/or during the pre-event walkthrough.

FLAGSTAFF POLICE DEPARTMENT SERVICE INFORMATION & SECURITY PLAN:

- 1. Depending on the nature of the Event Organizer may need to provide professional security services and/or law enforcement.
- 2. An approved Special Event Liquor License application must be obtained prior to submitting a Special Event Permit Application or during the routing process through the City of Flagstaff Police Department.
- 3. Police officers assigned to work special events are generally off-duty officers working at overtime pay rates. Applicant/Event Organizers will be billed at the full overtime/holiday burden rate of the individual officer(s) working the event. Applicant/Event Organizers are reminded that officers working special events, although assigned specifically to the particular event, are employees of the City of Flagstaff and do not work for the Applicant/Event Organizer.
- 4. Special events that generally require Police Department presence are those that:
 - Involve the sale and consumption of alcohol
 - Involve other public safety risks such as parades, sizeable attendance, high profile or other factors potentially adverse to community tranquility and peace.
- 5. Applicant/Event Organizers should consider all security factors early in the special event planning process and coordinate with the Flagstaff Police Department as soon as possible.
- 6. The size, type, time of day and location of your event, as well as the overall activities, are all areas that need to be analyzed in depth and addressed through your security plan.
- 7. The Flagstaff Police Department has final authority to determine your event security requirements. The Police Department will determine the necessity and make the final determination on whether uniformed personnel must be present at a Special Event.
- 8. If the prescribed numbers of Flagstaff Police Department Officers or private security guards are not provided, or prove inadequate, the Flagstaff Police Department maintains the right to shut down any or all components of the event and/or to provide additional police services that will be billed directly to the Host Organization.
- 9. The Flagstaff Police Department may be reached at (928) 774-1414 or (928) 214-2532 for more information.

FLAGSTAFF FIRE DEPARTMENT SERVICE INFORMATION:

The Flagstaff Fire Department will consider and require the following items:

- 1. Tents and membrane structures that have an area in excess of 400 square feet are to be manufactured of flame resistant material or to be treated with an approved flame retardant. A tent is closed on more than 25% of all sides. A canopy is open on 75% of all sides.
- 2. Vendors using heat, spark, or flame producing equipment must keep same equipment well away from combustible materials and have an approved portable fire extinguisher close at hand.
- 3. Food preparation inside an enclosed self-contained structure, producing grease laden vapors, must be equipped with an approved, type 1, grease extraction hood and an approved automatic fire extinguishing system installed within the hood and associated duct work.
- 4. Heating and/or cooking equipment inside of or under membrane structures will require prior location approval from the Flagstaff Fire Department and verification from the product manufacturer that the membrane material is flame retardant.
- 5. Tents where cooking is performed shall be separated from other tents, canopies or other membrane structure by a minimum of 20 feet.
- 6. Compressed gas bottles/cylinders must be stabilized to prevent tipping or falling over.
- 7. Extension cords must be of the heavy duty, grounded type (12/3) and listed for exterior use (weatherproof). The ground prong must be intact and must only be plugged into a 3-pronged receptacle.
- 8. Liquid or gas fueled appliances must be in good repair without fuel leaks or frayed electrical cords. Extra fuel must be kept in containers approved for that use and must not exceed 5 gallons in capacity.
- 9. When closing streets, 15' fire lanes are required. They must be approved and indicated on the site plan and Traffic Control Plan. Additionally, parking on adjacent streets must be monitored to ensure passage is not obstructed and temporary "No Parking" signs must be installed where needed.
- 10. Heritage Square is built above an underground parking garage. The floor of Heritage Square is designed to support only the weight of the occupancy loads listed below. The occupancy load must not be exceeded throughout the event. Use barricades and persons with counters to enforce the maximum occupancy loads.
 - The maximum occupancy load for Heritage Square is 1269 people, with the breakdown of distribution as follows:
 - Plaza Area- 957 people
 - Steps- 230 people
 - Stage-82 people

When the Fire Department determines the occupancy load limits are not being enforced, off duty Flagstaff Fire Inspector(s) will be called to this event to monitor the occupancy loads until the event ends and to ensure that the occupancy load is not exceeded. The Event Organizer or Applicant/Event Organizer will be billed a per hour fee for each Fire Inspector.

- 11. Upon review of the Special Event Permit Application, the Fire Prevention Inspector may require that an on-site inspection take place. If so, the Applicant/Event Organizer will be notified and will then have five (5) working days prior to the event to schedule an inspection. Make an appointment with a Fire Prevention Inspector by calling (928) 213-2500 or by visiting the Fire Department Administration Office located in City Hall, 211 W. Aspen Ave.
- 12. Banners, signs, arches, and objects shall not be strung or erected across any portion of the street or fire department access; unless the clearance below any part of the object is 13'6" or higher, and the width is one traffic lane wide. Arches placed in the traffic lane shall have a clearance of at least 13'6" from side to side, and shall not diminish the width of one street lane at the base.

PARKING LOT USE & CLOSURES:

- 1. The City Hall north parking lot, also known as the Wheeler Park parking lot, may not be fully closed to the public during hours of operation. Half closures are allowed one workday prior to the event in order to allow safe set-up of equipment. A loading/unloading zone must be specified within the Event Site Plan.
- 2. With the exception of the allowable half closure indicated above, City Hall parking lots (west and north) may not be closed for event purposes during City Hall operating hours.
- 3. Event Organizers, volunteers, vendors, contracted personnel and attendees are not permitted to park in the Library parking lot.
- 4. The Applicant/Event Organizer is responsible for posting and maintaining parking lot closure notification one (1) days prior to the affected date.
- 5. During City Hall non-business hours vendors should park at other locations in order to provide ample event attendee parking.
- 6. It is the responsibility of the Event Organizer to ensure that vendors, delivery vehicles, staff, or anyone associated with the implementation of the event does not park in any non-permitted parking lots during normal business hours.
- 7. City Hall business hours between the dates of May 1st through the day before Labor Day are 7:00 a.m. 4:00 p.m. and between the dates of Labor Day through April 31st are 8:00 a.m. 5:00 p.m.

PARKING AND SHUTTLE PLAN

- 1. A Parking and/or shuttle plan is recommended for all events and may be required for certain types of events, to be determined by the Office of Community Events, for the safe arrival of event attendees, participants, and vendors and must be suitable for the environment in which your event will take place. Parking, traffic congestion and environmental pollution are all factors of concerns with events that should be addressed in this plan.
- 2. The use of carpools, public transportation and alternate modes of nonpolluting transportation should be used whenever possible.
- 3. Accessible parking and/or access in your event plans must be included.

COMMUNITY OUTREACH:

- 1. It is recommended that Level "A" events conduct community outreach in the neighborhood surrounding the park.
- 2. Residents, participants or event producers who wish to register feedback about events should call 928-213-2318.

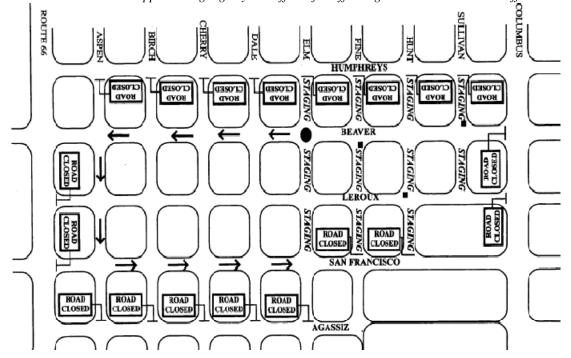
STREET CLOSURES:

- Street closures may occur when affiliated with outdoor special events including but not limited to parades, races, competitions, displays, fairs, and festivals. The proposed street closure will be illustrated through an event site plan and Traffic Control Plan which are required with the Special Event Permit Application. Traffic Control Plans must comply with the current Manual on Uniform Traffic Control Devises and are subject to approval by the City Traffic Engineer.
- 2. All street closures must allow for fire lane access during the event.
- 3. The Police Department will determine if the special event and street closure requires uniformed personnel present at the event.
- 4. The Applicant/Event Organizer must notify merchants and residents affected by the street closure (those residents and merchants located on the route or street closure; within the perimeter of the route or street closure; and those within a one block radius of the street closure) no later than two weeks (14 calendar days) prior to the event and no sooner than thirty (30) calendar days prior to the event. Copies of the notification letters or flyers with a list of recipients must be submitted to the City of Flagstaff, Recreation Services Office of Community Events no less than two weeks (14 calendar days) prior to the event.
- 5. Event Organizer must provide a parking attendant for the Library parking lot when the Aspen Avenue (between Humphreys and Sitgreaves) entrance is blocked by a full or partial street closure. This parking attendant is responsible for monitoring safety and availability of parking spaces for library patrons.

- 6. One-way streets may not be closed in the Downtown Historic District (bordered by Humphreys Street, Route 66, San Francisco Street, Cherry Avenue and Birch Avenue east of Humphreys) except for:
 - Parades
 - Community-wide events for all ages when there are no other venues available. Other
 locations include any outdoor location owned by the City large enough to occupy a
 community-wide event. Other venue availability is determined by previously reserved
 activities that may conflict with a community-wide event. If there are not conflicts, other
 venues are preferred and will be approved for use in replacement of one-way street
 closures.
- 7. Two-way (both directions), single block side street full closures are permitted except for:
 - •The full or half closure of Birch Avenue between Humphreys Street and Sitgreaves.

PARADES, MOTORCADES, WALKS AND RACES:

- 1. Detailed illustration of event routes, assembly, and disassembly areas are to be included on the Event Site Plan and submitted with the Special Events Application. When street closures are proposed, a Traffic Control Plan must also be included.
- 2. Throwing any items from parade floats is strictly prohibited.
- 3. When an event route extends beyond City limits/jurisdiction, written approval for property use is required from the associated agency (AZ State highways, railroad, National Forest Service, etc.) The approval must be submitted with the Special Event Permit Application.
- 4. The Applicant/Event Organizer is responsible for cleaning the parade, motorcade, walk, or race route. Scheduling street sweepers may be required. Contact the Streets Section at (928) 774-1605 for rates and availability.
- 5. Removing trash from spectator areas (i.e. sidewalks) is also the responsibility of the Event Organizer.
- 6. Contact the Flaastaff Police Department to discuss police escorts.
- 7. Portable restrooms are required along the parade route for event attendee use.
- 8. The following route is the Standardized Parade Route available to Applicant/Event Organizers for the Historic Downtown Business District. With the exception of the following annual parades, Armed Forces Day Parade, 4th of July Parade, NAU Homecoming Parade and the Northern Lights Holiday Parade, the proposed use of the Standardized Parade Route must be approved by Council.
- * The route below does not include approved signage by the Office of Traffic Engineers. This is not a Traffic Control Plan.



TRAFFIC CONTROL PLAN:

If applicable, the Applicant/Event Organizer must submit, with the Special Event Permit Application, a Traffic Control Plan indicating vehicle/pedestrian traffic control, detour routes, directional signs, barricades, and street closures.

- The Traffic Control Plan must be developed by a licensed and bonded barricade company. Once approved, the Traffic Control Plan must be executed by a certified technician from the barricade company.
- This must be submitted for the proposed closure of any street, sidewalk, alley, right-of-way, parking lot or similar public access area.
- Include/indicate the proposed parade/race route, if applicable.
- Traffic Control Plans must be dated and approved for the current year.
- Traffic Control Plans must comply with the current Manual on Uniform Traffic Control Devises and are subject to approval by the City Traffic Engineer.
- The Applicant/Event Organizer is responsible for providing all required barricades and traffic control signs.
- Traffic Control Plans must be finalized and approved by the Office of Traffic Engineers at least seven (7) business days prior to the event.\
- "All flaggers shall be Certified per ARS 28-653,2001 and shall receive and review the COF Volunteer Flagger Informational Handout."

Applications will not be processed without a current Traffic Control Plan as described above.

ALCOHOL:

- 1. An approved Special Event Liquor License application must be obtained prior to submitting a Special Event Permit Application or during the routing process through the City of Flagstaff Police Department. Liquor licenses are distributed by the State of Arizona but require the approval of the municipality and/or county in which the event is being proposed.
- 2. Special Event Liquor License applications are available at the City Clerk's Office located in City Hall, 211 W. Aspen Ave or contact (928) 213-2076 for additional information. After completing the application, the Applicant/Event Organizer must deliver or send the application to the Police Department for review no later than seventy-five (75) days prior to the event.
- 3. Flagstaff Police Department Special Event Liquor License Applications will not be processed without a copy of the Special Event Permit Application and Site Plan from the Office of Community Events.
- 4. The Police Department will not approve an application for a Special Event Liquor License if the application involves the closure of a street for the primary purpose of providing more square footage to the Applicant/Event Organizer for the sale and consumption of alcoholic beverages.
- 5. Council approval must be received in order for a Special Event Permit to be issued for any event proposing to serve alcohol at Heritage Square.
- 6. If three or more alcohol-related criminal acts occur at an event with alcohol, a "Beer Garden" (see below) will be mandated for the next year of your event. If no violations occur the following year, the Beer Garden requirement is open to negotiation. If there are three (3) or more violations the subsequent year occur with the Beer Garden in place, the Flagstaff Police Department may deny your permit.
- 7. If mandated, the following guidelines apply:
 - Beer Garden must be enclosed by an approved barrier.
 - The entrance and exit must be properly marked.
 - Entrance and exit must be staffed with security personnel who are checking identifications.
 - Only those over the age of 21 are allowed in the Beer Garden unless with a parent or avardian.
 - Those over 21 must be given bracelets to identify them as over 21.
 - No over-serving.
 - No drinks are allowed to leave the Beer Garden.
 - Depending on event size, more than one Beer Garden may be approved.

EQUIPMENT RENTAL:

- 1. Mats may be picked up at the Office of Community Events the day prior to the event and must be returned the next business day following the event.
- 2. An appointment must be made in order to pick up banner poles.
- 3. The Applicant/Event Organizer and City staff must mutually inspect and agree on the condition of the equipment prior to the event and upon return of the items.
- 4. It is the responsibility of the Applicant/Event Organizer to demonstrate to staff that they fully understand the safe operation of any equipment rented.
- 5. Rentals are available on a first-come, first served basis.
- 6. It is the responsibility of the Applicant/Event Organizer to pay the cost to replace or repair any damaged equipment.
- 7. Fees:
 - Mats: \$5.00 per mat per weekend
 - Banner Poles: \$5.00 per 3 poles per weekend

CITY OF FLAGSTAFF RECREATION SERVICES SPECIAL EVENTS – STATUS POLICY

A. PURPOSE OF STATUS POLICY:

The purpose of this policy is to provide an objective and uniform process to determine to whom the City of Flagstaff - Recreation Services will permit and under what terms it will permit.

B. POLICY GOALS:

The goals of this policy are to:

- 1. Establish an objective and fair application process to determine to whom the City of Flagstaff will and will not permit and what fees, deposits, and special conditions will be applied to each event.
- 2. Ensure all traditional and non-traditional municipal park/facility users comply with City of Flagstaff Recreation Service's Special Event Status Policy and the Rules and Regulations.
- 3. Ensure that all event producers have signed contracts that outline exact expectations and limitations of their use.
- 4. Ensure the event is safe and creates a minimal impact on the community surrounding the event
- 5. Ensure that those who do not follow rules and regulations are subject to consequences such as impact to the Status Category of the event, loss of future rental privileges, eviction from the premises, and/or termination/cancellation of event or rental contract.

C. APPLICATION CONSIDERATIONS:

All Special Event Permit Applications will be evaluated on the following:

- 1. Availability of municipal park/facility on requested date(s).
- 2. Accordance between requested municipal park/facility use and municipal park/facility's intended purpose.
- 3. Ability of municipal park/facility to safely accommodate event without experiencing physical or resource damage.
- 4. Prior history of event.

D. STATUS OF EVENT AND APPLICABLE SECURITY DEPOSITS:

All City of Flagstaff Special Event applicants will be categorized into one of the following groups and assessed variable deposits:

- 1. Probationary Standing Event producers and events that were not returned a full or partial deposit the previous year due to municipal park/facility damage or Special Event Permit violations may be considered "Probationary." Events in this category will be assessed refundable cleaning/damage deposits at 150% the standard amount. If the event is conducted as agreed to in the Special Event Permit, deposits will be returned and the event or event producer will be moved to "Good Standing" for the next event or year.
- 2. Good Standing Events or event producers who comply with City of Flagstaff Recreation Services' Rules and Regulations, leave the municipal park/facility in an acceptable manner, and are returned all refundable cleaning/damage deposits following their events may be considered "Good Standing." These events will be charged standard deposits as listed on the current Fee Schedule.
- 3. Poor Standing If special event standards are not met while the event is in "Probationary Standing", then the event and event producer(s) will be moved into "Poor Standing." Events that acquire this status due to improper use of municipal park/facilities will lose historic precedence. Events in this category will be assessed deposits at 200% the standard amount. If the event is conducted as agreed to in the Special Event Permit, deposits will be eligible to be returned and the event or event producer may be moved to "Probationary" standing for the

- next event or year, however if the event is not conducted as agreed, deposits will not be returned and the event will be refused a Special Event Permit for the following event or year.
- 4. New Events_– New special events enter the system in Probationary Standing. These events will be charged standard deposits as listed on the current Fee Schedule.

Regardless of an event's classification within this system, events or event producers which have caused severe damage, and/or violated the law may be denied further municipal park/facility usage at any time by the Recreation Services Director and/or Community Enrichment Services Director.

E. SPECIAL EVENT PERMIT PROCESS:

- 1. Prospective Event Organizers must submit a complete Special Event Application accompanied by all required documentation specific to the proposed event. Applications will not be considered without the required documentation.
- 2. Prospective Event Organizers must provide complete applications according to the following schedule:
 - **Level A** permit applications must be received by the Office of Community Events no later than ninety (90) calendar days prior to actual date of your event.
 - Level A applications submitted between 55-90 calendar days prior to the event date will be assessed a late fee. Applications submitted less than 55 days prior to the event date will be denied.
 - **Level B** permit applications must be received by the Office of Community Events no later than sixty (60) calendar days prior to actual date of your event.
 - Level B applications submitted between 40-60 calendar days prior to the event date will be assessed a late fee. Applications submitted less than 40 days prior to the event date will be denied.
 - Level C permit applications must be received by the Office of Community Events no later than fourteen (14) calendar days prior to actual date of your event.
 - Level C applications submitted between 10-14 calendar days prior to the event date will be assessed a late fee. Applications submitted less than 10 days prior to the event date will be denied.

F. **EVENT LEVEL DEFINITIONS:**

Level A:

- •Event may occur during a single day or multiple days.
- •Event may involve street closures and detouring, impacting, or stopping of traffic.
- Admission may be charged.
- Food may be sold and/or distributed to the general public.
- Merchandise may be sold.
- •There may be live entertainment.
- Extensive use of equipment (i.e. stage, sound system, booths, tents, fencing, barricades, etc).
- •Event may require electricity and other utilities.
- Alcohol may be sold and/or distributed to the general public.

Level B:

- •The event may occur during a single day or multiple days.
- Event may involve use of sidewalks or roads, but does not involve detouring or stopping traffic. Traffic laws are obeyed during course of event.
- Admission or entry fee may be charged.
- •Food may be sold to the general public.
- •Merchandise may be sold.
- •There may be live entertainment.
- Moderate use of event equipment, i.e. stage, PA system, chairs, tables.
- May or may not require electricity.

Level C:

- Event will occur during a single day.
- Event will not extend beyond the municipal park/facility area.
- •Event is free to the public.
- •There will be no food sales.
- Food may be distributed to the general public.
- •No merchandise sales.
- •May or may not involve live entertainment.
- •Minimal use of event equipment, i.e. PA system.
- •May or may not require electricity.
- · Use of carnival amusements, including but not limited to bounce houses.

G. PRIORITY OF USE

Applications will be routed and evaluated on a case-by-case basis. Priorities for assigning City-owned municipal park/facilities for special events are as follows:

- Priority 1: Events sponsored or co-sponsored by the City of Flagstaff.
- Priority 2: Events that have established historic precedence and remain in "Good Standing" or "Probationary standing".
- Priority 3: Events organized by the Flagstaff Unified School District #1 (Per IGA).
- Priority 4: Events organized by Flagstaff based non-profit organizations with proceeds providing assistance to the organizer or another Flagstaff based non-profit organization (requires proof of nonprofit status).
- Priority 5: Events organized by private businesses, non-profit organizations not based in Flagstaff, and/or individuals for the purpose of profit, personal gain, and/or proceeds that will be used to benefit other than those Flagstaff based non-profit organizations.

H. SPECIAL REQUIREMENTS

Special requirements made by Departments on the Routing Committee will be specified, in writing, to the Event Organizer upon completion of the routing process. By signing the Permit Holder's Agreement, the Event Organizer agrees to comply with and accepts these requirements. The City of Flagstaff retains the authority to cancel an event at any time, including when in progress, if these special requirements are not met or if public safety is jeopardized.

I. APPEAL PROCESS

If your application or parts of your application have been denied, the applicant may submit a written appeal to the Office of Community Events within 10 working days of the denial. Once confirmation of written appeal has been accepted, it will be reviewed by staff and/or the City Manager's office.

City Contacts for Special Events

Building Safety Electrical Permits/Generators City Clerk (Liquor License) Community Development (Private Property) Convention & Visitors Bureau Environmental Services (Trash/Recycling) Fire Department Recreation Administration Community Events Coordinator Parks Maintenance Police Department Risk Management (Insurance) Tax & Licensing (Sales Tax Permit/License)	(928) 213-2618 (928) 213-2076 (928) 213-2641 (928) 779-7611 (928) 213-2110 (928) 213-2500 (928) 213-2300 (928) 213-2311 or (928) 213-2312 (928) 774-2868 (928) 214-2532 (928) 213-2082 (928) 213-2082
• • • • • • • • • • • • • • • • • • • •	` '

Community Contacts for Special Events

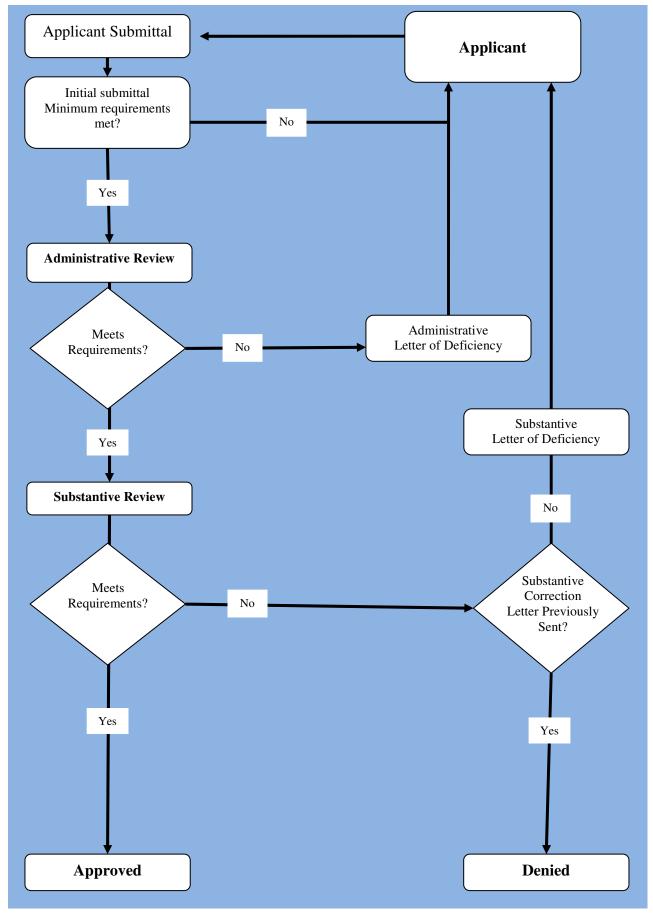
Coconino County Parks and Recreation/Fort Tuthill (928) 679-8000
Coconino County Environmental Health Department (928) 679-8750
Mountain Line Transit (928) 779-6624
Blue Stake (800) 782-5348
Arizona Department of Transportation (928) 774-1491

Checklist (if applicable)

.	<u>Crieckiisi (ir applicable)</u>
	red information for initial submittal (Applications will not be accepted without this information):
	Completed and signed application
	Application fee
	Certificate of insurance-see page 5 (valid for event dates, set up and tear down)
	Complete and detailed site plan-see pages 7-8
	Electrical Plan-see pages 10-11 (if applicable)
	Submit IRS letter of nonprofit status-see page 3 (if applicable)
	Traffic Control Plan-see pages 13-15 (if applicable)
<u>Othe</u>	
	Permit holder's agreement-see pages 2-3
	Walk-through (dependent upon the event)
	Trash/Recycling scheduled-submit invoice or receipt
	Portable restrooms scheduled-submit invoice or receipt
	Electrical Plan-see page 10-11 (if applicable)
	Schedule security or police-submit invoice or receipt (if applicable)
	Submit City tax information to Tax & Licensing Dept-2 weeks prior to event (if
	applicable)
	Obtain County health permits (if applicable)
	Pay permit fees-see page 3 for deadlines and page 23-end of packet for fee matrix
	Schedule a fire inspection (if applicable)
	Obtain a permit for a tent-see pages 5-6 (if applicable)
	Conduct flagger training (if applicable)
	Write and deliver a letter to anyone impacted by a street closure (submit letter and
	confirmation of delivery)-see page 13 (if applicable)
	Obtain an ADOT permit (submit approved permit, issued by ADOT to Community
	Events) (if applicable)
	Notify Mountain Line Bus Transit of any street closures or impacts (if applicable)
	Schedule a water meter (if applicable)
	Obtain a liquor license (submit approved license, issued by the AZ State Liquor Board
	to Community Events) (if applicable)
	Obtain a generator permit-see page 10 (if applicable)
	Schedule a street sweeper-see page 14 (if applicable)
	Schedule parking attendants for the library on Aspen Ave-see page 13 (if applicable)
	Key contract and deposit for key to the City electrical boxes at Heritage Square or
	Wheeler Park (if applicable)

Timeline Matrix

	Permit Due (Calendar Days)	Last Possible Date to Accept App (Calendar Days)	Admin Review (Work Days)	Event Producer Admin Requirements Due (Work Days)	Substantive Review (Work Days)	Event Producer All Items Submitted (Work Days)
Level A	90 days	55 days	10 days	27 days prior to event date	20 days	5 days prior to the event date
Level B	60 days	40 days	10 days	17 days prior to event date	10 days	5 days prior to the event date
Level C	14 days	10 days	3 days	5 days prior to event date	4 days	2 days



Recreation Fees

Special Even	ts - Other Areas Reserved in Parks for Exclusive Use (Note 5, 9)	Fees
Refundable Deposits	(per event)	
A & B Eve	nts	\$350.00
C Events		\$100.00
Special Event Applic	ation Fee	
"A" Events		\$65.75
"B" Events		\$50.00
"C" Events		\$33.00
Late Fee		·
"A" Events		\$117.00
"B" Events		\$87.75
"C" Events		\$61.00
Most Sites - excludes	Wheeler, Heritage Square, Parking, Street Closure, Event	
Half Day -	7 Hours or Less	
Individual	s/Private Gatherings on City Property	\$24.75
Non-Profi	Community Organizations/Public Gatherings on City	\$49.00
Commerci	al, For-Profit, or Out of Community Organizations on City	\$97.50
Full Day -	More than 7 Hours	
Individual	s/Private Gatherings on City Property	\$39.25
Non-Profi	Community Organizations/Public Gatherings on City	\$78.25
Commerci Property	al, For-Profit, or Out of Community Organizations on City	\$158.50
Heritage Square/Wh	eeler Park (Note 5)	
Half Day -	7 Hours or Less	
	s/Private Gatherings on City Property	\$55.00
	Community Organizations/Public Gatherings on City	\$55.00
Commerci	al, For-Profit, or Out of Community Organizations on City	\$110.00
	lore than 7 Hours	
	s/Private Gatherings on City Property	\$85.50
	Community Organizations/Public Gatherings on City	\$85.50
	al, For-Profit, or Out of Community Organizations on City	\$170.75
Event Series (Note 5,	9) - each day, per event	
	7 Hours or Less	
3-6 events		\$22.00
7-12 even	ts	\$18.50
13-24		\$14.75
25+		\$11.25
Full Day -	More than 7 Hours	ć20.7F

7-12 events	¢24.50
13-24	\$24.50 \$20.00
	<u>`</u>
25+	\$15.00
Half Day Commercial - 7 Hours or Less	¢22.50
3-6 events	\$33.50
7-12 events	\$28.00
13-24	\$22.50
25+	\$16.75
Full Day Commercial -More than 7 Hours	
3-6 events	\$46.75
7-12 events	\$39.00
13-24	\$32.00
25+	\$24.00
Parking Lot Closure for Events -excludes Wheeler and City Hall Lots (Note 5)	
Half Day - 7 Hours or Less	
Individuals/Private Gatherings on City Property	\$27.00
Non-Profit Community Organizations/Public Gatherings on City	\$27.00
Commercial, For-Profit, or Out of Community Organizations on City	\$54.00
Full Day - More than 7 Hours	
Individuals/Private Gatherings on City Property	\$42.75
Non-Profit Community Organizations/Public Gatherings on City	\$42.75
Commercial, For-Profit, or Out of Community Organizations on City	\$85.50
Wheeler Park & City Hall Parking Lot Closure for Event (Note 5)	
Half Day - 7 Hours or Less	
Individuals/Private Gatherings on City Property	\$52.75
Non-profit/Community Organiztion on City Property	\$36.75
Commercial, For-Profit, or Out of Community Organizations on City	\$73.25
Full Day - More than 7 Hours	
Individuals/Private Gatherings on City Property	\$61.00
Non-Profit Community Organizations/Public Gatherings on City	\$61.00
Commercial, For-Profit, or Out of Community Organizations on City	\$121.75
Street Closure/Parade - Per Street Block (Note 5)	
Staging Area	\$29.25
Overnight (10pm - 8am)	\$24.75
Half Day - 7 Hours or Less	
Non-Profit	\$11.75
Commercial, For-Profit, or Out of Community Organization	\$23.50
Full Day - More than 7 Hours	
Non-Profit Non-Profit	\$17.75
Commercial, For-Profit, or Out of Community Organization	\$35.25
Wheeler Park & Heritage Square Electrical Use	, , , , , , , , , , , , , , , , , , ,
Half Day - 7 Hours or Less	
"A", "B" Events	\$39.25
"C" Events	\$20.50
Full Day - More than 7 Hours	, _ 3,00
"A", "B" Events	\$65.75

Half Day - 7 Hours or Less "A", "B" Events	·	
"A", "B" Events		
·		
Full Days Mays they 711-		\$10.75
Full Day - More than 7 Ho	purs	
"A", "B" Events		\$21.25
Event Equipment Rental - each pair	, per event	
Banner poles (pair)		\$8.00
Downtown Banner (Note 7) - each		
North Downtown		
A Pricing (Premium)		
1-3 month display		\$60.25
4-6 month display		\$75.50
7-9 month display		\$99.00
10-12 month display		\$124.25
B Pricing (Mid-Range)		
1-3 month display		\$39.25
4-6 month display		\$59.75
7-9 month display		\$78.50
10-12 month display		\$99.00
	,	
C Pricing (Outlining Areas	;)	422.22
1-3 month display		\$33.00
4-6 month display		\$49.25
7-9 month display		\$65.75
10-12 month display		\$81.75
Courth Downstown		
South Downtown		¢50.25
4-6 month display		\$50.25
7-9 month display 10-12 month display		\$75.50 \$124.50
		\$124.50
Ramadas - per hour		440.50
Level A (Bushmaster South		\$12.50
	n, Foxglenn 2 & 3, Arroyo, Ponderosa)	\$9.50
Level C (Buffalo, Mobile H	aven, Old Town Springs, Ponderosa Trls)	\$6.25
Equipn	nent Rental - each, per day	
Equipment/Picnic Bag		\$20.00
Outdoor Courts		
Basketball, Handbal	I, Horseshoe, Volleyball-hourly per court	
Reserved Practice and Ga	me Allocations	
Individuals		\$3.25
Youth Non-Profit Commun	nity Organizations	\$1.75
Adult Non-Profit Commun		\$3.25
	Out of Community Organizations	\$6.25
Holiday Rental - Add 25%		
Reserved Tournament Res		
Individuals	116413	\$6.25
	oity Organizations	
Youth Non-Profit Commur	iity Organizations	\$3.25
Adult Non-Profit Commun	ity Overvientiens	\$6.25

	Holiday Rental - Add 25% on fee	
	Tennis Courts - hourly per court	
	Reserved Practice and Game Allocations	
	Individuals	\$6.25
	Youth Non-Profit Community Organizations	\$2.50
	Adult Non-Profit Community Organizations	\$6.25
	Commercial, For-Profit, or Out of Community Organizations	\$12.50
	Holiday Rental - Add 25% on fee	<u> </u>
	Reserved Tournament Rentals	
	Individuals	\$12.50
	Youth Non-Profit Community Organizations	\$6.25
	Adult Non-Profit Community Organizations	\$12.50
	Commercial, For-Profit, or Out of Community Organizations	\$25.00
	Holiday Rental - Add 25% on fee	7-2:00
Outdoor		
Juliuoo.	Baseball, Softball - hourly per field	
	Practice and Game Allocations	
	Individuals	\$6.25
	Youth Non-Profit Community Organizations - per participant, per	•
	season \$15 maximum per family	\$6.25
	Adult Non-Profit Community Organizations	\$6.25
	Commercial, For-Profit, or Out of Community Organizations	\$12.50
	Holiday Rental - Add 25% on fee	·
	Tournament Rentals (Note 4)	
	Individuals	\$12.50
	Youth Non-Profit Community Organizations - per team, per tournament	\$6.25
	Adult Non-Profit Community Organizations	\$12.50
	Commercial, For-Profit, or Out of Community Organizations	\$25.00
	Holiday Rental - Add 25% on fee	Ψ23.00
	Soccer - hourly per field	
	Practice and Game Allocations	
	Individuals	\$6.25
	Youth Non-Profit Community Organizations -	Ş0.23
	per participant, per season \$15 maximum per family	\$6.25
	Adult Non-Profit Community Organizations	\$6.25
	Commercial, For-Profit, or Out of Community Organizations	\$12.50
	Holiday Rental - Add 25% on fee	·
	Tournament Rentals (Note 4)	
	Individuals	\$12.50
	Youth Non-Profit Community Organizations - per team, per tournament	\$6.25
	Adult Non-Profit Community Organizations	\$12.50
	Commercial, For-Profit, or Out of Community Organizations	\$25.00
	Additional Field Prep Per Field	\$20.00
	Holiday Rental - Add 25% on fee	720.00
	Field & Court Concession Permits (per hours, per week and number of	
	fields/courts allocated at site)	
	Concession/Merchandise Stand	\$8.25
	Concession Permits for Allocated Fields (per month), based on	·

Small concession buildings (WFlag LL Fields, Montalvo Field)	\$94.00
Large Concession buildings (Contiental LL)	\$131.00
Field and Court Lights	
Sport Courts - per court, per hour	\$12.50
Sport Fields - per field, per hour	\$36.75
Sport Fields - Youth Non-Profit Community Organizations - per field, per hour	\$12.50

7. A.

CITY OF FLAGSTAFF

To: The Honorable Mayor and Council

From: Kimberly Sharp, AICP, Comprehensive Planning Manager

Co-Submitter: Kimberly Sharp, AICP

Date: 10/17/2013 **Meeting Date:** 10/29/2013



TITLE:

Regional Plan Discussion #9 - Neighborhoods, Housing & Urban Conservation

DESIRED OUTCOME:

Staff will present a brief background of data, public comment input and policies for Ch. XIII - Neighborhoods, Housing and Urban Conservation of the Flagstaff Regional Plan. Council may wish to open the discussion for public comment at this time, followed by discussion on any concerns regarding this chapter or policies to put on the 'Policy Parking Lot' list for further Council discussion, debate and decision in November and December.

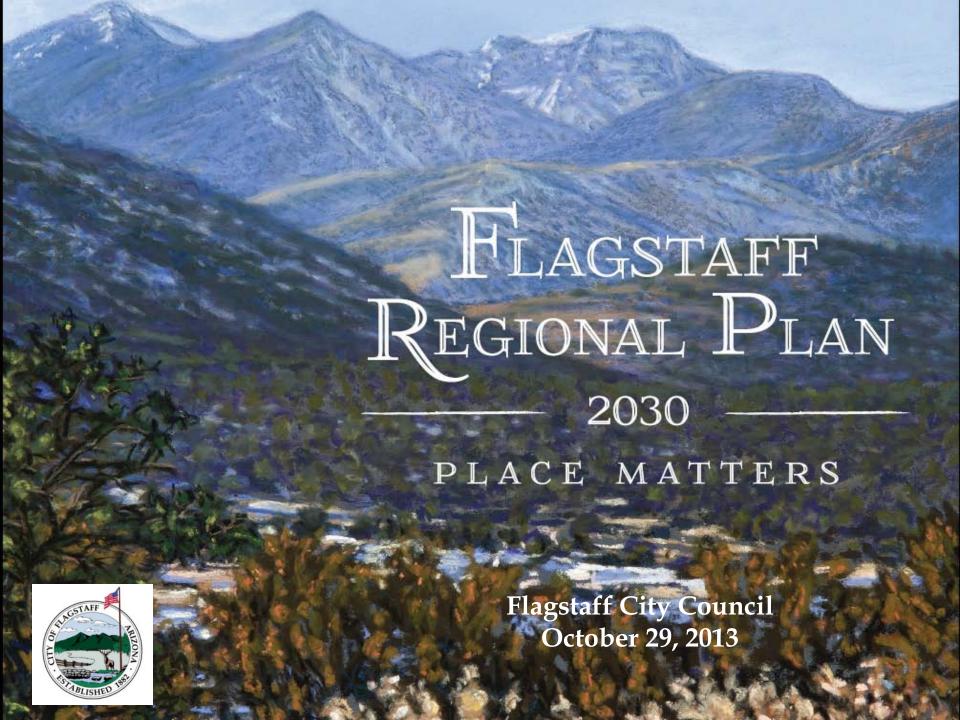
INFORMATION:

Neighborhoods, Housing and Urban Conservation are two Arizona State Statute required elements, or chapters, enabling a community to address:

- Housing: Standards and programs for the elimination of substandard dwelling conditions, for the improvement of housing quality, variety and afford ability and for the provision of adequate sites for housing. This element shall contain an identification and analysis of existing and fore casted housing needs. This element shall be designed to make equal provision for the housing needs of all segments of the community, regardless of race, color, creed or economic level.
- Neighborhood Preservation and Revitalization: includes a component that identifies city programs that promote home ownership, that provide assistance for improving the appearance of neighborhoods and that promote maintenance of both commercial and residential buildings in the neighborhoods. Also, a component that identifies city programs that provide for the safety and security of neighborhoods.
- (Urban) Conservation, rehabilitation and redevelopment: plans and programs for:
 - The elimination of slums and blighted areas
 - Community redevelopment, including housing sites, business and industrial sites and public building sites.
 - Other purposes authorized by law.

Please see the attached power point presentation for background information and goal/policy language.

Attachments: Neighborhoods and Housing Presentation



Regional Plan Elements



Regional Plan Elements

17 required elements:

- Land Use
- Circulation
- Open Space
- Growth Areas
- Environmental Planning
- Cost of Development
- Water Resources
- Recreation
- Safety
- Public Facilities and Services
- *Energy
- * Conservation
- *Public Buildings
- *Housing
- *Bicycle
- *Urban Conservation, Rehabilitation and Redevelopment
- *Neighborhood Preservation and Revitalization

5 optional elements:

- Community Character and Design
- Natural/Cultural Resources Planning
- Economic Development
- *Historic Preservation
- *Social







^{*} new items as added by ARS



Public Comments gathered:

- 1. REGIONAL PLAN OPEN HOUSES Public Open Houses, focusing Neighborhoods and Housing:
 - Monday, Nov. 1—3:30-6 p.m. St. Pius on Cedar—Housing OPEN HOUSE
 - Friday, Nov. 19—7:30—10 a.m. City Hall Lobby—Housing OPEN HOUSE
- 2. Regional Plan Focus Group Neighborhoods and Housing
 - December 3, 2010– Noon to 3 p.m.– Aquaplex
- 3. Review of 2001 policies Neighborhoods / Housing
 - Sustainability Cabinet
 - Traffic Commission
 - Pedestrian Advisory Committee / Bicycle Advisory Committee
 - Neighborhood Groups
 - Local non-profits executive boards Bothands, Habitat for Humanity, Catholic Charities, etc.
 - Chamber / NABA / Realtors



Neighborhoods are the backbone of every community. These are the places where people live, play, go to school, work, and interact. Central to Flagstaff's urban neighborhoods is a pedestrian experience interconnecting businesses, homes, schools, places of worship, transit, and parks in a compact, walkable land use pattern. The city and county suburban neighborhoods encompass typical residential development with larger homes and yards primarily accessed by the automobile. The county's rural neighborhoods are more typically low-density "ranchettes" with barns, animals, and open space. An important part of this plan is to address the housing options available to our current residents, as well as looking to the future to make sure that the right housing options are available as our population grows and changes. This chapter addresses the need for quality, affordable housing for our residents, while also focusing on neighborhood conservation and revitalization efforts that contribute to our unique community character and sense of place.





Inside this Chapter:

Our Housing Needs 2
Mananging Our Needs 3
Neighborhood and
Urban Conservation 7



Our Vision for the Future

In 2030, we continue to build and improve healthy and diverse neighborhoods, while maintaining affordability and connectivity to the greater region.

Managing Our Needs

Flagstaff's growing population will require an increased emphasis on housing choices in the future. The region's housing framework can be defined by:

- A limited supply of land for development
- Approximately 40 percent of Flagstaff's households are by definition low- to moderate-income (City of Flagstaff FY 2011-2015 HUD Consolidated Plan)
- Flagstaff is experiencing a consistent but modest rate of population growth
- Student populations at Northern Arizona University will continue to grow
- Housing needs for the elderly, multigenerational families, and downsizing will increase over the next several decades as the Baby Boom generation moves into the retirement years.

As a tourist-driven university mountain town with seasonal weather, housing in the Flagstaff region has a higher cost and value than comparable housing in other Arizona communities. According to the Flagstaff Chamber of Commerce, the local housing cost is 37.4 percent higher than the national average. Land identified for residential development is both privately and publicly held (i.e., State

Trust lands). Future housing needs will focus on revitalization, infill, and preservation opportunities, yet new neighborhood development is possible.

Chapter VIII Neighborhoods, Housing nd Urban Conservation

Helpful Terms

"Revitalization" is to repair what is already in place, adding new vigor by remodeling and preserving.

"Redevelopment" is when new development replaces outdated and underutilized development.

"Infill" occurs when new buildings are built on vacant parcels within city service boundaries and surrounded by existing development.

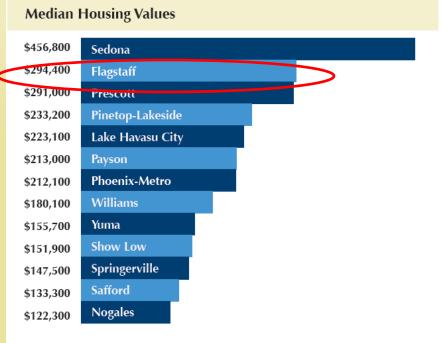
"Preservation" is an endeavor that seeks to preserve, conserve, and protect buildings, objects, landscapes, or other artifacts of historical significance.

"Adaptive Re-use" is fixing up and remodeling a building or space, adapting the building or space to fit a new use. "development" refers to the act of development or to the result of development within the city.

Average Two-Bedroom Rental Rate for Arizona Metropolitan Areas - FY 2013

Flagstaff	\$1,066
Lake Havasu City - Kingman	\$769
Phoenix-Mesa-Glendale	\$925
Prescott	\$819
Tucson	\$876
Yuma	\$780

Source: HUD Final FY 2013 Fair Market Rent Documentation System - www. huduser.org



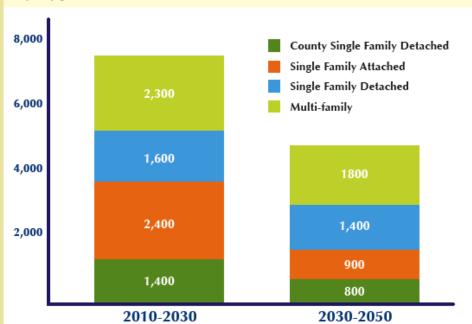
Source: U.S. Census Bureau, 2007-2011 American Community Survey

Chapter XIII. Neighborhoods, Housing and Urban Conservation

Housing Needs:

- Affordability
- Choices mix to match demographics

New Dwelling Units Projected by Type and Period Based upon demographics





Housing Continuum

People in the Flagstaff region live in diverse conditions. The graphic below illustrates where our residents live, as a "continuum," meaning that there is a progression of housing options, and everyone who lives here is somewhere along this line.

Homeless Shelters

Supportive Transitional Public Housing Tax Credit/ Subsidized Rental

Market Rental First-Time Buyer Moving Up/ Long-Term Home Ownership

EVERYBODY IS SOMEWHERE ON THIS LINE





REG Neighborhood and Urban Conservation

Community conservation, rehabilitation, redevelopment, and preservation efforts all support the goal of preserving our sense of place. Most people cherish certain things about their neighborhood, but everyone has issues they would like to change to make their home, neighborhood, and local community more appealing, feel safer, and in cases of commercial areas, attract more businesses and allow local businesses to thrive. These goals take effort and investment, and do not just "happen."

Current efforts in neighborhood conservation and rehabilitation have focused on commercial areas where business opportunities are prime, such as along Milton Road and Butler Avenue. Fourth Street has seen planning for corridor improvements, and Community Development Block Grant funds for housing repair and affordability, while used throughout the city limits, are often spent in the historic neighborhoods of Sunnyside, Southside, and La Plaza Vieja. Rehabilitation efforts focusing on residential energy efficiency prove worthwhile in this climate, and have been significant investment in the past five years.

Although "enhancing neighborhoods" appears as a good overall objective and fosters pride of place, it also raises concerns of gentrification and affordability. One example of this balancing act will be the Southside neighborhood after the Rio de Flag flood control project is complete. With the threat of potential flooding eliminated, the neighborhood will be ripe for redevelopment and infill development that could push out its long-time residents and businesses. In an effort to manage potential transformation and preservation, the neighborhood created The Southside 2005 Plan to guide its future.

"What is a Neighborhood?"

The concept of neighborhood includes both geographic (place-oriented) and social (people-oriented) components. Neighborhoods are the backbone of every community - where people live, play, go to school, interact with their neighbors and work. Flagstaff's diversity and vitality are all rooted in its neighborhoods, some historical and some new. When citizens become active members of their neighborhood, or a neighborhood association forms and neighbors work together - many great things can happen!



NEIGHBORHOODS, HOUSING, AND URBAN CONSERVATION GOALS AND POLICIES

Goal NH.1. Foster and maintain healthy and diverse urban, suburban, and rural neighborhoods in the Flagstaff region.

Policy NH.1.1. Preserve and enhance existing neighborhoods.

Policy NH.1.2. Respect traditions, identifiable styles, proportions, streetscapes, relationships between buildings, yards and roadways; and use historically appropriate and compatible building and structural materials when making changes to existing neighborhoods.

Policy NH.1.3. Interconnect existing and new neighborhoods through patterns of development, with complete streets, sidewalks, and trails.

Policy NH.1.4. Foster central points of activities, services, increased densities, and transit connections in urban and suburban neighborhoods.

Policy NH.1.5. Use traditional neighborhood design (TND) standards for new and revitalized urban neighborhoods, implementing the Smart Code in conjunction with neighborhood plans, specific plans or master plans.

Policy NH.1.6. New development, especially on the periphery, will contribute to completing neighborhoods, including interconnecting with other neighborhoods; providing parks, civic spaces, and a variety of housing types; and protecting sensitive natural and cultural features.



Goal NH.2. Look to downtown Flagstaff as the primary focal point of the community character.

Note: Also refer to the downtown goals and policies in the Land Use chapter.

Policy NH.2.1. Encourage the rehabilitation of historic downtown structures and contextual new structures as office, retail, entertainment and residential space to reinvigorate the area as a destination of culture, shopping, government, and the arts.

Policy NH.2.2. Plan for future downtown development and contiguous development that respects the established historic core, historical architecture, and urban design.

Policy NH.2.3. Continue the tradition of multi-story, multi-use buildings to maintain and increase a stable, mixed-income residential population when planning new structures in the downtown and Southside neighborhoods.



Goal NH.3. A variety of housing types at different price points is available, to provide housing opportunity for all economic sectors.

Policy NH.3.1. Provide a variety of housing types throughout the city and region, including purchase and rental options, to expand the choices available to meet the financial and lifestyle needs of our diverse population.

Policy NH.3.2. Promote accessory dwelling units, where appropriate.

Policy NH.3.3. Increase the availability of affordable housing for very low-income persons, through innovative and effective funding mechanisms.

Policy NH.3.4. Reuse former brownfields, vacant buildings, and commercial buildings to provide new mixed-use and/or housing options.

Policy NH.3.5. Encourage and incentivize affordable housing.



Goal NH.4. All housing is decent, safe, and sanitary.

Policy NH.4.1. Expand the availability of affordable housing throughout the region by preserving existing housing, including housing for very low-income persons.

Policy NH.4.2. Eliminate substandard housing units by conserving and rehabilitating existing housing stock.

Policy NH.4.3. Address accessibility issues and other housing barriers to persons with disabilities or special needs.

Policy NH.4.4. Encourage green practices in housing construction and rehabilitation that support durable, healthy, and energy-efficient homes.

Policy NH.4.5. Renovate the existing housing stock to conserve energy and reduce utility and maintenance costs for owners and occupants.

Policy NH.4.6. Consider and integrate public transportation when possible in planning housing developments, to help reduce a household's transportation costs and minimize impact on the community's roads and transportation system.

Policy NH.4.7. Enforce compliance with fair housing laws.



Goal NH.5. Eliminate homelessness.

Policy NH.5.1. Provide adequate resources for families with children experiencing homelessness.

Policy NH.5.2. Provide adequate resources for individuals experiencing homelessness.

Policy NH.5.3. Support and expand programs that prevent homelessness.

Policy NH.5.4. Make transitional housing resources available to populations experiencing homelessness.

Goal NH.6. Neighborhood conservation efforts of revitalization, redevelopment, and infill are compatible with and enhance the overall community character.

Policy NH.6.1. Promote quality redevelopment and infill projects that are contextual with surrounding neighborhoods.

Policy NH 6.2. Use urban conservation tools to revitalize existing underutilized activity centers to their potential.

Schedule Forward



October 22	Ch. X – Transportation and Ch. XI - Cost of Development
	(Moved) Ch. IX Land Use - TABLED
October 29	Ch. XIII Neighborhood, Housing, and Urban Conservation, and Ch. IX. Land Use (moved from 10/22)
November 5	Ch. XIV Economic Development
November 12	Ch. III – Implementation and Appendix D – Annual Report Template
November 18	Public Hearing #1 – Joint City/County meeting
December 3	Public Hearing #2 - City Council [6:00 p.m. 211 West Aspen Avenue]
December 3	Public Hearing #2 – County [3:00 p.m. in 219 E. Cherry];
December 6	Council retreat to consider policy parking lot
December 17	Adoption & call for election
May 20, 2014	General Election – mail-in ballot for General Plan



www.flagstaffmatters.com

Memorandum

7. B.

CITY OF FLAGSTAFF

To: The Honorable Mayor and Council

From: Kimberly Sharp, AICP, Comprehensive Planning Manager

Co-Submitter: Kimberly Sharp, AICP

Date: 10/23/2013 **Meeting Date:** 10/29/2013



TITLE:

Regional Plan Discussion #8 - Ch. IX. Land Use

DESIRED OUTCOME:

Staff will present a brief background of data, public comment input, and policies for Ch. IX - Land Use of the Flagstaff Regional Plan. Council may wish to open the discussion for public comment at this time, followed by discussion on any concerns regarding this chapter or policies to put on the 'Policy Parking Lot' list for further Council discussion, debate and decision in November and December.

INFORMATION:

Please see Staff Summary for background, discussion, Planning & Zoning Commission recommendations and letter submitted by the State Land Department.

Attachments: Staff Summary

Land Use Chapter- reorganized
Land Use Chapter PowerPoint



CITY OF FLAGSTAFF STAFF SUMMARY REPORT

To: The Honorable Mayor and Council

From: Kimberly Sharp, AICP, Comprehensive Planning Manager

Date: 10/09/2013

Meeting Date: 10/22/2013

TITLE: Regional Plan Discussion #8 - Ch. IX. Land Use

THIS ITEM WILL NOT BE DISCUSSED PRIOR TO 7:00 P.M.

RECOMMENDED ACTION:

Staff will present a brief background of data, public comment input, and policies for **Chapter IX. Land Use** of the *Flagstaff Regional Plan*. Council may wish to open the discussion for public comment at this time, followed by discussion on any concerns regarding this chapter or policies to put on the 'Policy Parking Lot' list for further Council discussion, debate and decision in November and December.

INFORMATION

As a mandatory element of the Arizona Revised State Statutes (ARS 9-461.05.C.1), the Land Use Chapter of the Regional Plan is a community's opportunity to address:

- (a) Designating the proposed general distribution and location and extent of such uses of the land for housing, business, industry, agriculture, recreation, education, public buildings and grounds, open space and other categories of the public and private uses of land as may be appropriate to the municipality.
- (b) Include a statement of the ranges of population density and building intensity recommended for the various land use categories covered by the plan.
- (c) Identify specific programs and policies that the municipality may use to promote infill or compact form development activity and locations where those development patterns should be encouraged.
- (d) Include consideration of air quality and access to incident solar energy for all general categories of land use.
- (e) Include policies that address maintaining a broad variety of land uses including the range of uses existing in the municipality when the plan is adopted, readopted or amended.
- (f) For cities and towns with territory in the vicinity of an ancillary military facility as defined in section 28-8461, include consideration of ancillary military facility operations.

Background

The Citizen Advisory Committee (CAC), as well as city and county staff, determined early in the Regional Plan update process that the existing land use map (2001 Flagstaff Area Regional Land Use and Transportation Plan) was too similar to a zoning map and needed to be reconsidered. The CAC and planning team reviewed many other municipalities' land use maps and general plan descriptions, as well

as reviewed the Flagstaff Zoning Code re-write summary reports. This led the planning team to the conclusion that the community desired a a more general description of land uses, with more flexibility for market changes; yet enough predictability needed to be met in order for public utilities and facilities to carefully plan future needs, and for residents to determine future designations for neighboring properties.

A new paradigm for land use planning in the Flagstaff Region resulted. Focusing on the character of an area, the plan identifies whether an area is 'urban', 'suburban' or 'rural'. Residential and commercial are permitted in all AREA TYPES, and open space and parks are expected to be incorporated into all AREA TYPES. The broader area types led to the simplification of land use designations. As the process evolved, it was evident other AREA TYPES needed to be added: 'Employment' (with a set of policies for heavy industrial, light industrial, business parks, employment centers, etc. which can all co-mingle without conflict) and 'Special Planning Areas' for those areas in the region which have their own type of campus master-planning, such as Northern Arizona University, Lowell Observatory, and Flagstaff Medical Center. These **five AREA TYPES** set the stage for all land uses. Compared to the existing Regional Plan's 20 land use designations, it is a focus on character rather than use.

- Urban
- Suburban
- Rural
- Employment
- Special Planning Areas

To further refine appropriate compatible uses, **three PLACE TYPES** were defined – Activity Centers, Corridors and Neighborhoods. To protect existing and future neighborhoods, it was determined that commercial activities would be limited to Activity Centers and Corridors, while allowing some homebased type of businesses in Neighborhoods.

- <u>Activity Centers</u> mixed-use centers that vary by scale and activity mix depending on location.
 They include commercial, retail, offices, residential, shared parking, and public spaces, with a
 great emphasis on pedestrian connectivity. This plan identifies existing and potentially new
 activity centers throughout the planning area, including urban, suburban and rural centers.
- <u>Corridors</u> Corridors are streets which are community and neighborhood connectors, transportation routes, and energetic places that are a magnet for mixed-use development and residential uses. Corridor Place Types identified in the Regional Plan are also the "Great Streets" outlined in Community Character, pp. VIII-4 VIII-10. Corridors can be linear Activity Centers, and they are truly the first impression, daily encounter and the last sense of place people experience of this community.
- <u>Neighborhoods</u> includes both geographic (place-oriented) and social (people-oriented) components, and may be an area with similar housing types and market values, or an area surrounding a local institution patronized by residents, such as church, school, social agency or recreational venue.

The Future Growth Illustration and Activity Centers Illustration both host many more Activity Centers than the market for this population would support – thus they are OPPORTUNITIES and not a mandate in any way. The private sector will determine when each location is desirable to be developed.



The Land Use chapter has seven maps, or illustrations, and the numbering of the maps will be revised during the final edit for consistency.

The first two maps set the stage for parameters and potential for future development:

- Existing Land Ownership
- Development Potential of Vacant Parcels

The next three maps define the community's vision for future growth:

- Future Growth Illustration FMPO scale
- Future Growth Illustration City scale
- Activity Centers and Corridors

The last two maps

- Transitions Map
- Public Utilities and Activity Centers

Planning and Zoning Commission recommendations

Internal planning staff and the Planning and Zoning Commission worked through a number of sample projects to verify the Land Use chapter's clarity of purpose and ease of use. There were a number of items which needed to be reorganized, refined, namely the organization of the chapter, the cross-referencing of chapter, tables, graphics, maps and policies, as well as a number of policies needing grammatical clarifications.

An reconfigured **Chapter IX. Land Use** has been attached for your review. Please note that the changes are:

- Develop the chapter so that a developer can walk right through it and know where to go to find his/her information needed
- Clearly articulate from the beginning of the chapter what is meant by 'Area Type' and 'Place Type'.
- There is a better transition between 'what we have' and 'where we are going' sections.
- The introduction to each Area Type / Place Type needs to refer directly to the following tables, charts, illustrations, goals and policies and how to use them.
- Flagstaff urban is not like other larger cities urban be clear about that.
- The Character tables have been updated and organized to be consistent with each section.
- The larger illustrations have text call outs so that it is understood what is being illustrated.

Land Use Chapter - Policy language clarifications:

The revised land use chapter (attached) includes all P&Z recommended goals and policies changes, which are articulated in track changes below:

*The order of the 'Applicable to All Land Uses' Policies should be: 1, 2, 4, 6, 3 and then 5 – putting those most related to each other next to each other for ease of use. They have been reordered and renumbered to reflect this more logical flow

Gival LU.2. Balance housing and employment land uses needs with a desire to preserve and protectthe preservation and protection of our unique natural and cultural setting.

Applicable to All Land Uses, Goal LU3, Policy LU.3.5.; "Encourage the distribution of density within neighborhoods to relate to the access of associated activity centers and corridors, infrastructure, transportation, and natural constraints like slopes and drainages."

Policy LU.3.2. The <u>City requires Require</u> unincorporated properties to be annexed <u>into the city</u> prior to the provision of city services, or that a <u>conditional servicepre annexation</u> agreement is executed agreeing to annex when deemed appropriate <u>by the City</u> (<u>pre-annexation agreement</u>).

Policy LU.4.2. <u>Encourage Promote</u> infill development <u>within the existing developed areas</u> over peripheral expansion to conserve environmental resources, spur economic investments, <u>and</u> reduce the cost of providing infrastructure and services, <u>and reclaim abandoned areas</u>.

Policy LU.4.4. Plan for and promote centers of compact commercial development as neighborhood centers or activity centers with mixed uses, allowing for efficient multi-modal transit options and infrastructure.

Policy LU.5.3. Continue to pursue opportunities to address water resources on a regional basis.

Policy LU.6.41.5. Allow and encourage urban agriculture including home gardens, community gardens, urban farms, chickens, greenhouses, on-site sales of produce, and farmer's markets within urban, suburban, and rural contexts and in selected open space parcels.

Policy LU.8.1. Prioritize connectivity for pedestrians, bicycles, and transit within all urban neighborhoods and activity centers.

Policy LU.8.4. Develop specific plans and amend zoning as necessary for each urban neighborhood and activity center to foster desired scale and form.

Policy LU.8.6. <u>Support a variety of housing types within urban context, and highly E</u>encourage residential spaces <u>over-located above and behind commercial within urban centers as well as a variety of housing types in the urban context.</u>

Policy LU.8.7. Encourage cCommercial and office uses within mixed-use development to occupy will occupy the first floor of multistory buildings.

Policy LU.8.10. Consider civic and public spaces as highly valued and important venues for social activities, to be Wwell designed, civic spaces must be accessible, and central to the urban fabric.

Policy LU.9.2. Encourage new multi-story mixed-use buildings to have with windows and doors facing and built to the sidewalk.s to be constructed on vacant lots.

Policy LU.9.4. Encourage a wide mix of residential housing types downtown to eEncourage a diversity various housing types that appeal to a diverse range of ages and incomes.

Policy LU.9.9. As defined in the FUTS Master Plan, include downtown trail access points, bicycle lanes, bicycle parking, and facilities as part of all downtown new development and redevelopment projects.



Policy LU.9.10. Seek opportunities to improve accessibility in the downtown area.

Other related policies: Policy T.2.3 in the Transportation chapter.

Policy LU.10.1. was condensed for simplicity and now reads: "Invest in downtown's streets and sidewalks so that they remain Flagstaff's premiere public spaces."

Policy LU.10.2. Create a downtown parking strategy plan that continues to utilize and improve upon the provision of-on-street parking, public parking lots and garages, and shared private parking spaces, with clear signage for wayfinding and to inform the public of all transportation parking options.

Policy LU.10.3. was revised for clarity and now reads: "Locate public and private parking facilities, lots, and garages carefully, screening parking from streets, squares, and plazas."

Policy LU.10.4. Incorporate parking facilities liner buildings into and larger mixed-use projects and into parking facilities provide street storefronts, where feasible.

Policy LU.10.9. As defined in the FUTS Master Plan, include downtown trail access points, bicycle parking, and bicycle facilities.

Policy LU.10.10. Seek opportunities to improve ADA accessibility in downtown.

Policy LU.11.1. Prioritize connectivity for walking, biking, and driving, and selected wildlife within and between with surrounding neighborhoods.

Policy LU.11.5. Encourage developers to consider at least one floor of apartments or offices over above and behind commercial development in commercial cores of mixed-use and activity centers and corridors.

Policy LU.11.8. Locate civic spaces, parks, and institutional uses within the neighborhood pedestrian sheds. Most neighborhoods, even new ones, would benefit from a greater variety of activities within walking and bicycling distance.

Policy LU.11.10. Protect wildlife corridors where appropriate.

Policy LU.12.1. Maintain rural growth boundaries while suitable for rural development balanced with preserving the integrity of open space boundaries identified in the Greater Flagstaff Open Spaces and Greenways Plan and updates.

Policy LU.12.6. now reads, "Plan for development outside of the rural growth boundary to be very low density and *to have integrated* conservation design."

Goal LU.13. Plan for and encourage employee-intensive uses throughout the area as activity centers, corridors, research and development offices, and business parks, and light industrial areas to encourage efficient infrastructure and multimodal commuting.

Goal LU.14. Maintain industrial areas that provide for the manufacturing of goods, flexible space, and research and development intermodal facilities that are well maintained, attractive, and compatible with adjoining nonindustrial uses, and well-maintained.

replicy LU.14.1. Encourage the protection of the continued intensification, expansion, and protection of existing industrial, warehousing, and distribution facilities uses from encroachment by residential uses, as well as their continued intensification and expansion.

Policy LU.14.5. now reads, "Consider all health impacts on the community in the design of new industrial uses, such as wastewater treatment, traffic safety, *noise*, and other impacts."

Policy LU.15.1. Maintain cohesive Enhance connectivity and coordinated planning efforts with contiguous neighborhoods contiguous toof special planning areas.

Policy LU.16.7. was shortened for clarity and now reads, "Concentrate commercial, retail, services, and mixed use within the activity center commercial core."

<u>Policy LU.16.8.</u>, <u>while lincreased</u> residential densities, live-work units, and home occupations <u>with greater</u> <u>pedestrian and bicycle connectivity can be developed</u> within the activity center's pedestrian shed.

* The numbering of the remaining 'Activity Centers and Corridors' Policies was adjusted to account for the addition of Policy LU.16.8. above.

Activity Centers, Policy.16.16.; "Actual pedestrian-shed boundaries will be established considering opportunities and constraints posed by natural and man-made barriers like terrain or the interstate, road networks, and existing development patterns."

Policy LU.18.10. <u>Consider adaptive reuse possibilities when new big box developments are proposed.</u> Review bigbox development proposals for their consideration of feasibility in re-use.

Example Project

A development project is proposed to City Staff as;

Developer has contracted purchase the west side of State Land Section 20, 320 acres just east of Country Club. He wants to extend East Butler Avenue to Old Walnut Canyon Road and <u>build a commercial mixed-use center with apartments behind or above, some townhouses and some single-family units south of the new Butler Avenue.</u>

The land use designation from the Future Growth Illustration is "Future Suburban", which allows 2-12 units per acre. The Regional Plan policies allow commercial and mixed-use in 'activity centers' or 'corridors' only. The Corridors are the 'Great Streets' as defined in Community Character — Map 14. Butler Avenue is a 'corridor' to Fourth Street, and then is not a commercial corridor. The east side of State Land Section 20 does not have a designated activity center. The land is **zoned Rural Residential**. What's the process?

A) The land use designation allows for the townhomes and single-family homes, but to permit the commercial with apartments, a **MAJOR PLAN AMENDMENT APPLICATION** is required – to add a new activity center or to designate the corridor. Note: the western portion of State Land Section 20 does have an activity center at the future East Butler Avenue and Walnut Hills Drive. If the

developer had purchased this side of the section, a MAJOR PLAN AMENDMENT would not be necessary. A MINOR PLAN AMENDMENT would be required for the existing activity center to approve an illustrative or specific plan – which would be the development master plan in this case.

B) Rural residential zone allows one unit per acre or larger lots only. The developer will need to submit a **REZONE APPLICATION**.

Walk the project through the Flagstaff Regional Plan 2030:

- The Future Growth Illustration Maps, Natural Environment Maps, Land Use Chapter graphics and policies, and policies from all of the chapters are referred to.
- When reviewing <u>Activity Center policies</u> the majority of the policy direction is from the Land Use Chapter Activity Centers and Corridors. There are illustrations, a location map, and policies to give the developer a clear idea of what the community vision is. There are also references to Activity Centers in Transportation what type of transportation modes is appropriate for this type of development?
- The developer will be encouraged to design the project to 'protecting the surrounding neighborhoods' (from undue traffic, unwanted land use types, etc.).
- The policies state "each activity center will need an illustrative plan, specific plan or development master plan to move forward" this will be done by the developer as this will be part of a large development master plan.

State Land Department

The Arizona State Land Department was invited to participate in the Regional Plan update process from the beginning, and have been active participants. They submitted a number of suggested edits for the public review draft (March 2013) and the majority of those edits were incorporated into the public hearing draft (August 2013). Their final review produced one further suggested edit for the Land Use Chapter – regarding State Land section 10. Please see letter attached.

Janice K. Brewer



Vanessa P. Hickman State Land Commissioner

August 19, 2013

James Cronk, Planning Director Planning and Development Services City of Flagstaff 211 W. Aspen Avenue Flagstaff, AZ 86001

RE: The Flagstaff Regional Plan

Dear Jim,

Arizona State Land Department ("ASLD" or the "Department") staff has completed their review of the Flagstaff Regional Plan 2030 draft dated July 9, 2013. While this iteration of the Plan incorporates many of our earlier comments from our letter dated June 6, 2013, ASLD still has concerns over the treatment of State Trust land located in Section 10, T21N, R8E ("Section 10"). In keeping with the intent of both the City of Flagstaff memorandum dated February 22, 2011 and the July 2013 Flagstaff Regional Plan, ASLD requests insertion of the following language into the Plan's Land Use element page LU-44 following paragraph 2:

For example, the Plan designates a section of State Trust land along Route 66 in east Flagstaff (T21N, R8E, Sec. 10) as "Employment." This section straddles I-40, Route 66, and the BNSF Railroad. Its location serves as the eastern gateway into the City, and is an appropriate location for mixed-use development. If in the best interest of the State Land Trust, the portion south of I-40 could be used to satisfy open space and tree canopy credits for the area north of I-40. The area between I-40 and Route 66 is heavily impacted by road and railroad traffic, and provides an ideal location for an employment-based node. Moving north from Route 66, land uses would transition from employment to residential, with the residential uses transitioning from higher density near Route 66 to lower density to match existing residential densities in adjacent sections.

With the insertion of this text, ASLD believes that the intent of the parties with regard to Section 10 is more accurately reflected. Please feel free to contact Mark Edelman at 602-542-6331 / medelman@azland.gov or Gordon Taylor at 602-542-2647 / gtaylor@azland.gov with any questions.

Sincerely,

Vanessa P. Hickman State Land Commissioner

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LAND USE & GROWTH AREAS



The Land Use and Growth component of the Flagstaff Regional Plan is a community vision of how land use in the region should occur for the next 20 years. It also sets the legal framework for more specific planning and guiding zoning regulations. It is important to recognize that this is a diverse community that demands land use options while recognizing private property rights. To promote a balanced land use pattern, the region will consider the following concepts:

Area Types

This chapter is organized around three area types: urban, suburban and rural. Flagstaff enjoys existing urban, suburban, and rural areas as neighborhoods, shopping areas, roadways, and other spaces. Within each area type, there are distinct areas called place types. Employment Centers can exist within all place types, but along with Special Planning areas, they need special consideration.

Place Types

Place types include activity centers, neighborhoods, and corridors, and provide the framework around which communities are built. Land uses that occur within the different place types are further designated into categories such

Inside this Chapter:

EXISTING LAND SUPPLY

Exisiting Land Ownership Map #16	IX-9
Development Potential of Vacant Parcels Map #18	IX-13
Future Growth Illustration - FMPO Scale #19	IX-15
Future Growth Illustration - City Scale #20	IX-17

AREA TYPES

IX-22
IX-33
IX-39
IX-46
IX-48

PLACE TYPES

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Activity Centers & Corrdiors	IX-49
Actitivty Centers & Corridor Map #22	IX-51
Neighborhoods	IX-56
CDOMETI	

GROWTH

Reinvestment Areas	IX-57
Transitions Map #23	IX-59
Public Utilities & Activity Centers Map #24	IX-61
Greenfield Development	IX-65

as residential, commercial, and institutional, which define the type of use and zoning for those place types. The land uses appropriate for each activity center are listed on the urban, suburban, and rural area character tables.

Growth

Future growth will be concentrated in reinvestment areas and will include a balance of infill and redevelopment in existing neighborhoods as well as the development of "greenfields" within the growth boundary.

Our Vision for the Future

In 2030, our community continues to grow in a smart and connected way, as compact development makes investments in efficient infrastructure, alternative travel modes, and image. The land use decisions made in the region promote a healthy lifestyle and quality of life desired by many.

Context of Land Uses

Flagstaff's historical pattern of land uses was driven by the early economics of the railroad, sawmills, the university, and ranching. New development needs to be contextually sensitive to fulfill the Flagstaff Regional Plan's guiding principles and provide lifestyle choices for the community.

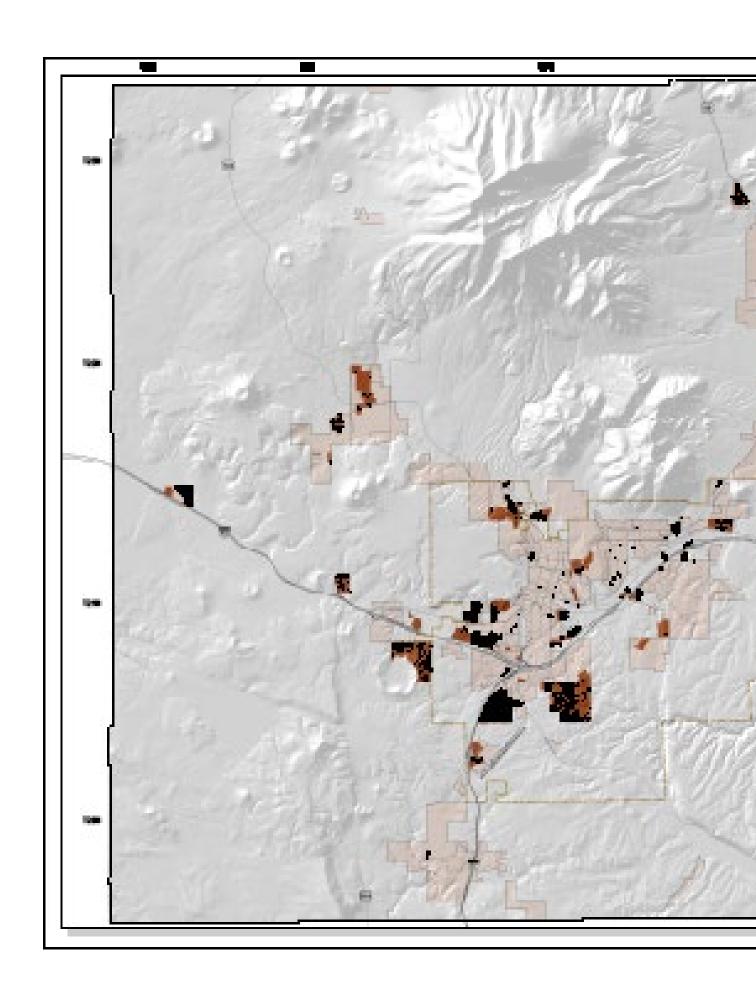
Within each area type are groups of place types – all working together to complete and connect homes with jobs, school, activities, and shopping. The **community vision is to focus infrastructure investments where they will have the most impact** – in reinvestment areas of activity centers and corridors, as well as preservation of existing neighborhoods, **and to make walking and bicycling from and to all place types an opportunity for residents and visitors.** This chapter covers land designations for future growth patterns, and the Future Growth Illustrations (Maps #19 and #20) identifies the area types of urban, suburban, and rural character. It is expected that more detailed plans, activity center and civic spaces specific plans, public facility planning, and neighborhood plans will define the context and particulars for development, reinvestment, and conservation in any given specific vicinity.

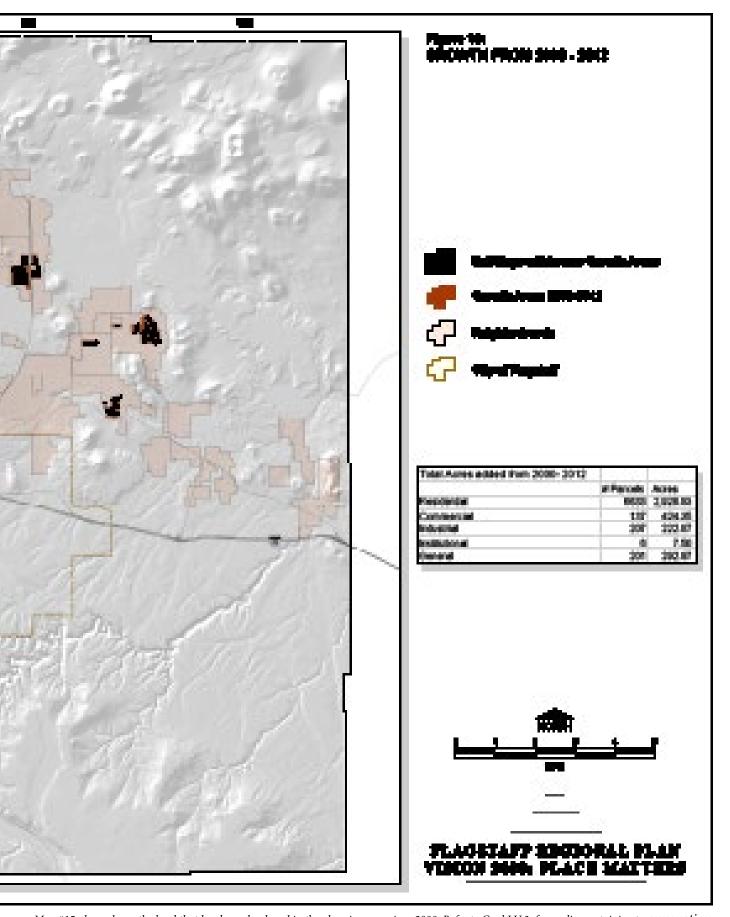
How Land is Evaluated

Land Use versus Zoning – Policy versus Ordinance. Land use refers to the general activity that occurs on land. Zoning regulates building size, bulk, density, and in every case, the land use. Land use is regulated through the zoning ordinance. The adoption of ordinance is guided through policy language. This is a policy document intended to help decision makers evaluate new ordinance.

Property Rights - Property owners may develop and maintain their properties subject to existing regulations, primarily the adopted zoning, building, and fire codes. This plan works in coordination with private property rights and the City of Flagstaff and Coconino County Zoning and Building Codes. If a private-property owner wants to develop or redevelop property and the desired proposal conforms with the Zoning Code, but not with the Flagstaff Regional Plan, the private property owner may develop in conformance with the Zoning Code without seeking an amendment to the Regional Plan. If, however, the desired proposal does not conform with either the Zoning Code or the Regional Plan, the property owner must apply for both a Regional Plan amendment and a Zoning Map amendment. See Amendment Table, Chapter III - How This Plan Works.

The following, "Growth From 2000-2012" Map #15, identifies properties developed since the adoption of the last Regional Plan.





 $\textit{Map \#15 above shows the land that has been developed in the planning area since 2000. \textit{Refer to Goal LU.3.} \textit{for poclies pertaining to annexation.}$

Existing Conditions and Trends

Today's home buyers, renters, and entrepreneurs all demand one thing: **choice**. If the community can offer choices of jobs, commuting options, housing types, and recreational opportunities as well as a variety of entertainment and shopping, national studies show these are characteristics of a thriving community. The overall rural mountain character of the Flagstaff region offers these lifestyle **choices**.

National Trends

Future trends foresee **smaller houses, smaller lots, multi-family, and multi-generational housing** – quality built with modern technologies and accessible to community amenities¹; commercial space within easy access (walking and biking) to homes and amenities; more "third-places" and tele-commuting. National trends show growing markets in downtowns and walkable neighborhoods, especially with those having good transit service, commanding the highest premiums on space.² Typical suburban development should be re-thought to accommodate a wide range of ages, incomes, and public transit.³

The Third Place

The term third place was first used by sociologist Ray Oldenburg and appeared in his 1990 book *The Great Good Place*, a celebration of the places where people can go to relax and commune with friends, neighbors, and whoever shows up. The subtitle says it all: "Cafes, Coffee Shops, Community Centers, Beauty Parlors, General Stores, Bars, Hangouts and How They Get You through the Day."

Local Trends

- **Geography** and the Northern Arizona climate greatly influence development. The ownership patterns of private and public lands and topography also played a significant role in determining the development patterns.
- Growth areas in the past 10 years have been significant single-family subdivisions (for example, Boulder Pointe, Ponderosa Trails, and Anasazi Ridge) with recent multi-family residential additions. This reflects the needs of the university and demographic shifts. The metro-area regional market is reflected in the fact that housing has generally followed retail development.
- **Growth boundaries** have been established by Flagstaff to promote compact development and efficient infrastructure within the city. Rural Growth Boundaries in county areas are established in respect of public and private land ownership.
- Mixed-use development promotes a compact, walkable urban form, and can be seen locally in Flagstaff's historic
 downtown and more recently around the University campus. Mixed-use opportunities exist in this region where planned
 activity centers host a significant amount of growth in office space, retail business, and multi-family housing.

Other Conditions Affecting Development:

- Open spaces continue to be an important aspect to the region's character, ecosystem health, and a draw for businesses, workers, and visitors. Continuing the work of the 1998 Flagstaff Area Open Spaces and Greenways Plan, this particular land use category will be considered in each context: rural, suburban, and urban. In the larger context, Picture Canyon Conservation Area (city) and Rogers Lake Conservation Area (county), both purchased in 2012 with Open Space Acquisition funding, Walnut Canyon National Monument, the surrounding National Forest System Lands, and the ongoing and much celebrated Flagstaff Urban Trail System (FUTS) all are imperative to the region's system of open spaces.
- Public and quasi-public uses include many of our largest employers in the regionsuch as: the City of Flagstaff, Coconino
 County, Northern Arizona University, Coconino Community College, Flagstaff Medical Center, Flagstaff Unified School
 District, and federal offices. Many have plans for facility growth, consolidation, and shared resources to meet their
 employment, service, and space needs.

¹National Association of Realtors: http://www.realtor.org/field-guides/field-guide-to-the-small-house-movement

²Kaid Benfield; October 25, 2012.

³http://www.realtor.org/articles/building-a-new-suburbia-for-all-generations

- **Public spaces** are one of the most important design aspects of a city, they serve as is it's collective commons—the shared public spaces where people gather, including streets, squares, parks, markets, playgrounds, or sports facilities. The Flagstaff region hosts a number of public spaces, yet the population desires more designed public spaces. As Heritage Square attests, good public spaces produce a lot of use. This plan reflects on how those spaces interact with homes and businesses as well as how they are connected together.
- Regulations Zoning codes, building codes, fire codes, health codes, and engineering standards are regulatory documents inteded to promote the goals and policy for Flagstaff. Regulations are in place to serve the greater good of public health and safety, and to promote a well-planned community.
- Reinvestment areas implement the goals for revitalization, redevelopment, and infill to promote activity centers and walkable neighborhoods. Many of these areas require utility upgrades and infrastructure to be provided as incentives for private investment. As the private and public sectors continue to work together, parcel assemblage and infrastructure

Why Compact Development?

Successful compact development for the region features the following, respecting the Flagstaff region's scale and design traditions:

- Well connected access for pedestrians, bicyclists, cars, and transit
- Pedestrian-, bicycle-, and transitfriendly design
- Concentrations of population and/ or employment
- Medium to high densities appropriate to context
- Smaller housing choices on small lots and multi-family options with shared amenities
- · A mix of uses
- Interconnected streets
- Innovative and flexible approaches to parking
- · Access and proximity to transit

Compact development can be built anywhere, and can be adapted to the urban, suburban and rural context. It encompasses residential and commercial development. Single-family houses, townhomes, apartments and live-work units all have a place in compact development. Employment centers are also important candidates for compact development.

needs will need to be met to assist in enhanced reinvestment projects. Some examples of revitalization projects in the urban and suburban context are: Sawmill at Aspen Place, a 40-acre commercial infill and brownfield redevelopment project; the Lumberyard Brewery adaptive-reuse and historic preservation; Barnet Dulaney Perkins Eye Surgical Center redevelopment on Switzer Canyon Drive.

- Transportation options are more complex than creating a bus route, building sidewalks, or striping a bike lane (even though those are all important). Expanding transportation choices demands a shift in our land use patterns and the way we locate and shape future development. To complement land use changes, we must challenge our current notions of space and how we get from Point A to Point B on a daily basis. Public and private traffic engineers can design for pedestrian and bicyclist safety and experience first, automobile driver experience second, transit options next, and auto capacity and speed last. This will be a paradigm shift from the current automobile-only focus.
- **Utilities** The availability or absence of public water or sewer service, together with some soil and topographic restrictions, serve as development constraints. These constraints should influence land use and development patterns. Up to now, water availability has not been as strong a deterrent to residential development, as public services have extended, and hauling water and some private wells have been accepted.

The land available for development and redevelopment within the Flagstaff region is both privately and publicly held. Intergovernmental cooperation is paramount in seeing the community vision realized. Only with all landowners working together can critical growth issues be addressed, such as economic development, connectivity, infrastructure, and open space protection. The broad objective is mutually benefiting multiple entities.

Land Ownership

Land ownership in the planning area is tabulated in the table at the right and illustrated on Map 16.

U.S. Forest Service - National Forest System lands equate to 380 square miles regionally and 21.4 square miles within the city limits (13,696 acres). Management challenges include urbanwildland interfaces, developing and maintaining public trail access, and managing public recreational and economic uses of public lands.

Department of Defense - Camp Navajo is managed by the National Guard Bureau and Arizona Department of Emergency and Military Affairs for national defense purposes including military training, storage, and maintenance. The U.S. Naval Observatory's (USNO) Flagstaff

Owner	Acres	Percent
Public Multiple-Use Lands		
Coconino Multiple-Use Lands	243,005	72%
Camp Navajo - Dept of Defense Property	12,017	4%
Walnut Canyon National Monument	3,228	1%
Sunset Crater National Monument	3,048	1%
City-owned Land	3,684	1%
County-owned Land within FMPO	3,248	1%
Northern Arizona University	740	<1%
Total Public Lands	268,970	80%
Private Lands		
Arizona State Trust Land	25,627	8%
Other privately owned land	41,782	12%
Total Private Lands	67,409	20%
Total FMPO	336,379	100%

station, a few miles west of the city, is one of two Navy dark-sky sites for optical and near-infrared astronomy. Both sites are critically impacted by development in the region.

National Park Service - There are two national monuments in the greater Flagstaff region: Walnut Canyon and Sunset Crater. Protection of the Walnut Canyon National Monument and the surrounding area is a high priority to the community. In 2002, City Council and the County Board of Supervisors voted for additional protection for lands around Walnut Canyon and requested the federal Walnut Canyon Area Special Study. Any development contiguous to the Walnut Canyon National Monument area must be sensitive to the important cultural resources. Sunset Crater National Monument consists of lava flows, volcanic cinder cones, and craters. It is a relatively pristine and undisturbed environment.

State Trust Lands within the city limit total 6,555.5 acres, and constitute over 25,000 acres within the FMPO boundaries. State Trust lands are subject to sale for conservation or development. Most State Trust parcels are surrounded by National Forest System lands and serve as part of the larger eco-system landscape. At this time, the Arizona State Land Department has identified its holdings as "appropriate for conservation" or as "development potential." By state statute, Arizona State Land Department parcels hold development rights (entitlements) of one-unit per acre, unless shown for a higher level of use or has a classification of "appropriate for conservation".

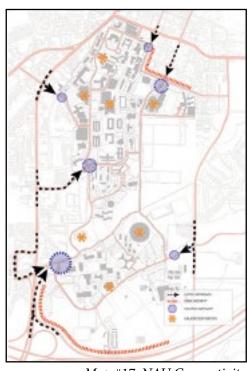
Coconino County Land Ownership (in FMPO)	Acres
County Parks	598.68
Facilities	121.66
Open Space / Drainage / ROW	2467.95
Other	59.76
Total	3,248.00

City of Flagstaff Land Ownership	Acres
City Parks	870.58
Facilities	1,458.39
Open Space / Drainage / ROW	809.46
Other	545.91
Total	3,684.35

City of Flagstaff/Coconino County owned land is for the purposes, generally, of maintaining facilities, right-of-way (ROW) of roads, streets, alleys, sidewalks, drainage, stormwater collection, and for parks, FUTS, and public access to the Coconino National Forest. Parcels which have been acquired for various other reasons, may be disposed of.

Northern Arizona University's 740 acres have been developed since 1899, first as a teacher's college (Arizona State Teacher's College) to today's university campus comprising six colleges, 18,000 Flagstaff-campus students, and over 800 faculty members. The most recent University campus master plan (2008) incorporates many opportunities and challenges shared by the community as a whole. Map 17 highlights opportunities for better connectivity to the surrounding community to and from campus (Northern Arizona Master Plan Update 2008, Airs-Saint-Gross).

Private Land - Only 12 percent of the land in the planning area is privately held. Given this small amount of land, determining how to encourage development patterns that fulfill the community vision is a significant task.

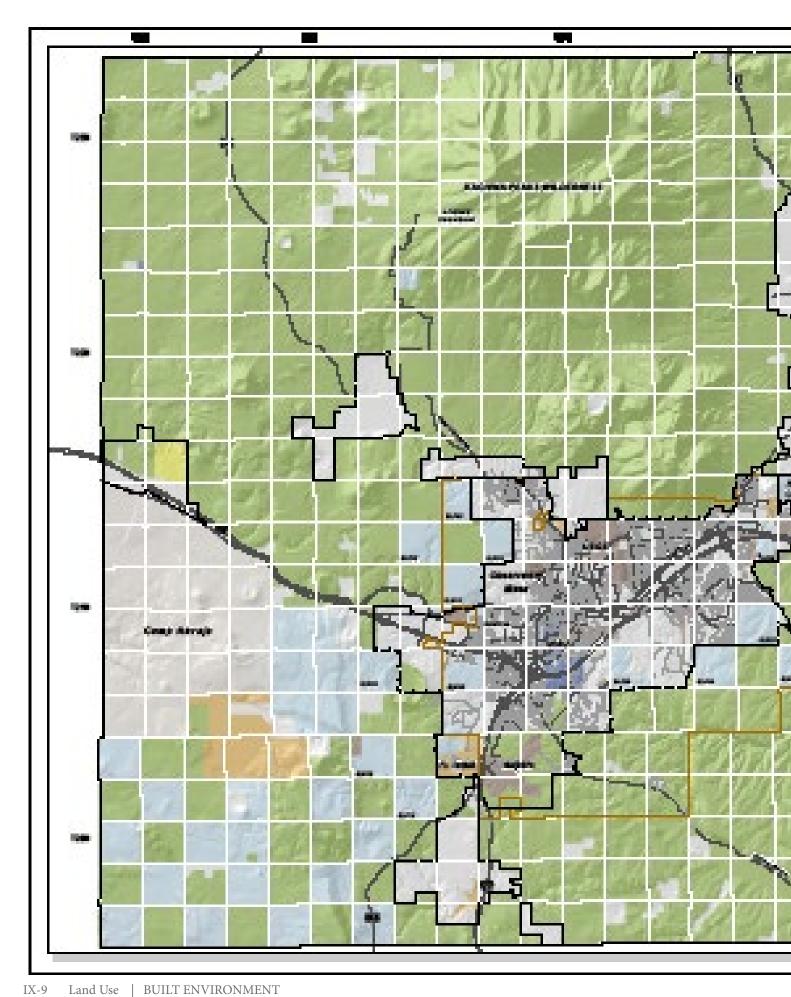


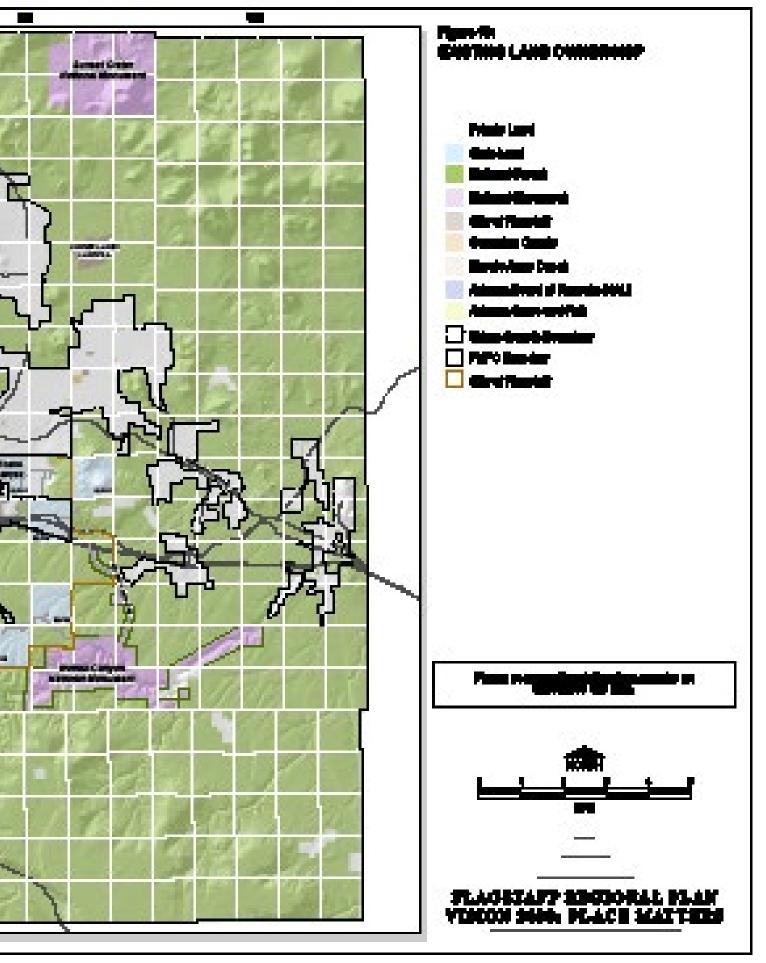
Map #17: NAU Connectivity

Overall Land Supply

Existing land available for development (Refer to Map #18) illustrates the current limits of urban and suburban areas, and the potential for rural growth. With that in mind, thoughtful planning and cooperative efforts (between developers, with the use of public/private partnerships, and various public entities) can produce a balanced land use pattern. Demand for greenfield development will be reduced as reinvestment, redevelopment, and infill of underutilized and vacant buildings and parcels accelerates. Land use planning must also take into account water supply.







Land Use Tool Box

Activity Centers are mixed-use areas where there is a concentration of commercial and other land uses. The activity centers are encompassed by 1/4 mile pedestrian shed, which indicates appropriate location for higher-density residential development, live-work units and home-based businesses, and the need for a high-degree of pedestrian and bicycle connectivity to the center or commercial core of the activity center.

Pedestrian Shed is the basic building block of walkable neighborhoods. A pedestrian shed is the area encompassed by the walking distance from a town or activity center. Pedestrian sheds are often defined as the area covered by a 5-minute walk (about 1/4 mile, 1,320 feet, or 400 meters). They may be drawn as perfect circles, but in practice pedestrian sheds have irregular shapes because they cover the actual distance walked, not the linear (crow flies) distance. Linear Pedestrian Shed – extends for a 1/4 mile radius along a pedestrian-oriented

street (corridor and/or Great Street).

Block Size – an area of land bounded by a street, or combination of streets and other land uses with defined boundaries. Block sizes vary, with smaller blocks in walkable urban areas, larger blocks in suburban and large tracts of land in rural areas.

Coconino County Assessor's on-line tool is a way to determine current land use, zoning, lot description, property tax history, and other information about any piece of property within Coconino County: http://assessor.coconino.az.gov/assessor/web/login.jsp

Density (dwelling units per acre) is the number of homes (single-family, townhouses, apartments, live/work units, etc.) per acre. Many community resources and recreational facilities use density to calculate facilities needed to serve the growing population.

Intensity of commercial development

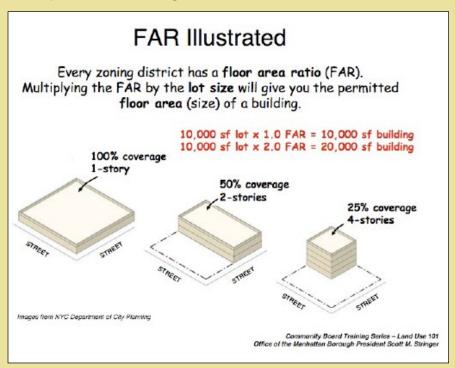
describes the concentration of development on a site, or the degree to which land is occupied. There is no single measurement of the intensity of land use; it is usually conveyed by dwelling units per acre density, amount of traffic generated, and FAR.

Land Measurements – acres and square feet

Floor-area-Ratio (FAR) – is the total floor area of all buildings or structures on a lot divided by the gross area of the lot. *See the illustration below.*

Refer to Chapter III - How This Plan Works to understand:

- How a development project is processed through the city / county
- What the process is if a development desires a land use or zoning change

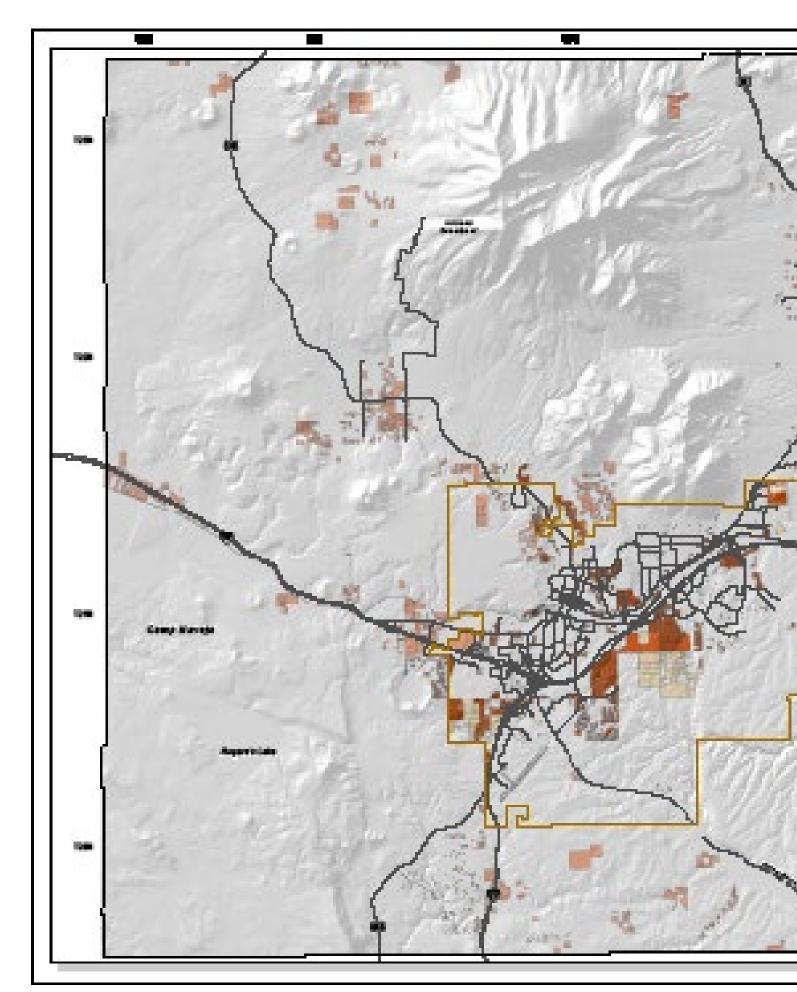


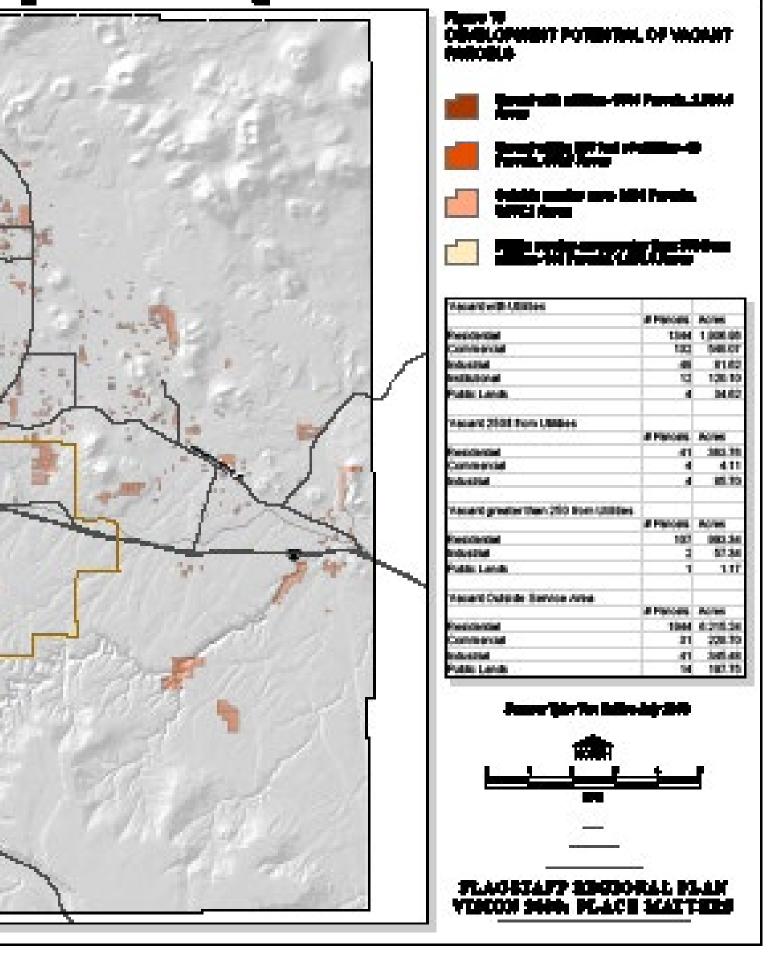
Vacant Land Available for Development Based on Current Zoning

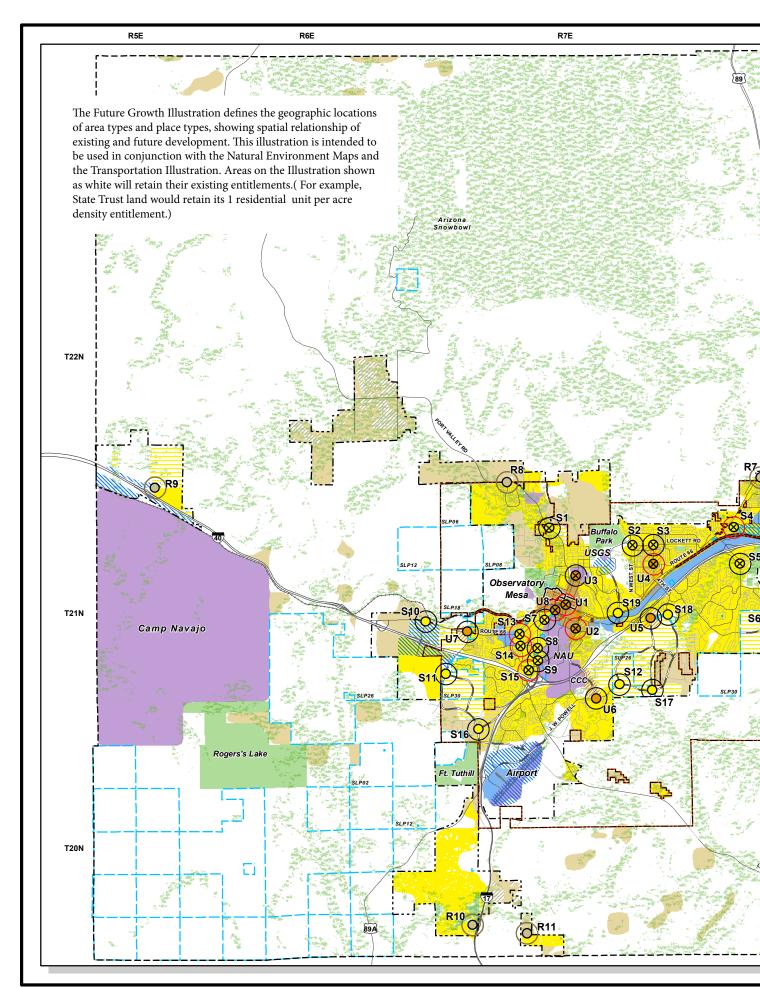
	Demand in Acres					Land Supply			Surplus/Deficit				
	2010	0-2030	203	0-2050	To	otals							
	City	County area	City	County area	City	County area	Demand Total	Supply Total	City Acres	County Acres	Total	City Acres	County Acres
Residential													
Single Family	395	3,564	150	2,053	545	5,617	6,162	7,114	1,303	5,810	952	758	193
Single Family Attached	182	(2)	156	-	338	(2)	336	638	638	-	302	300	2
Multifamily	128	1	97	(5)	225	(4)	221	193	179	14	(28)	(46)	18
Group-Quarters							-						
Non-residentia	1												
Retail & Service	159		180		338	-	338	614	346	268	275	8	268
Industrial	215		84		299	-	299	839	337	503	541	38	503
Institutional (health, education, public administra- tion)	77		39		116	-	116				(116)	(116)	-
Parks													
Neighborhood	31		23		54	-	54				(54)	(54)	-
Community	100		75		176	-	176				(176)	(176)	-
Regional	154		116		270	-	270				(270)	(270)	-
Total	1,441	3,563	920	2,048	2,361	5,611	7,971	9,398	2,803	6,594	1,426	443	983

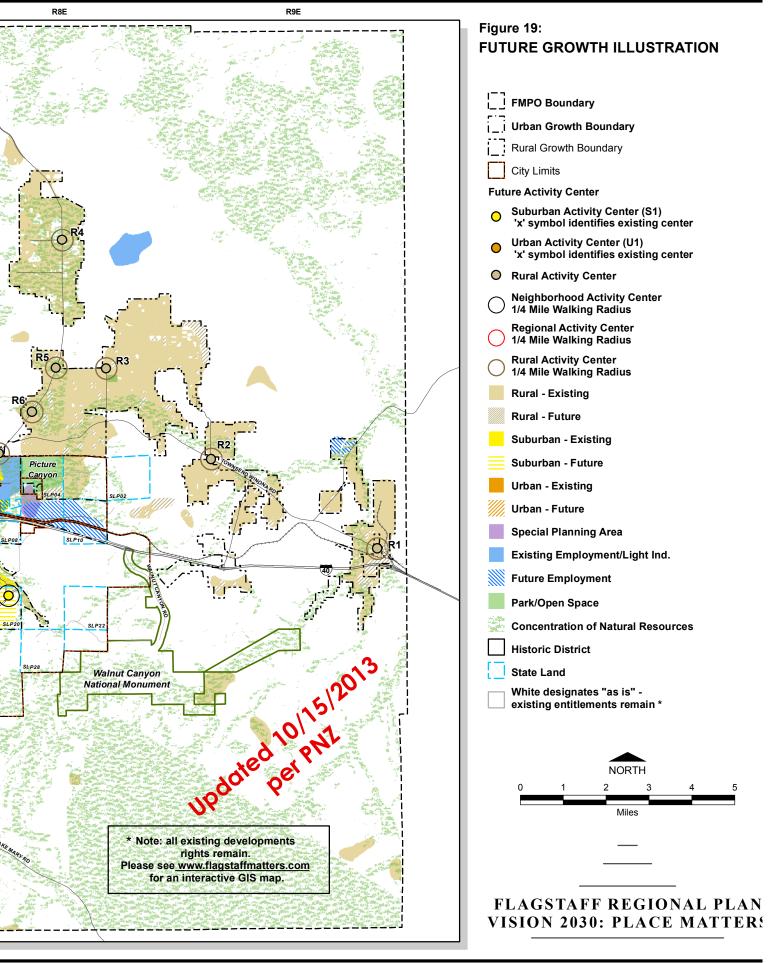
Notes:

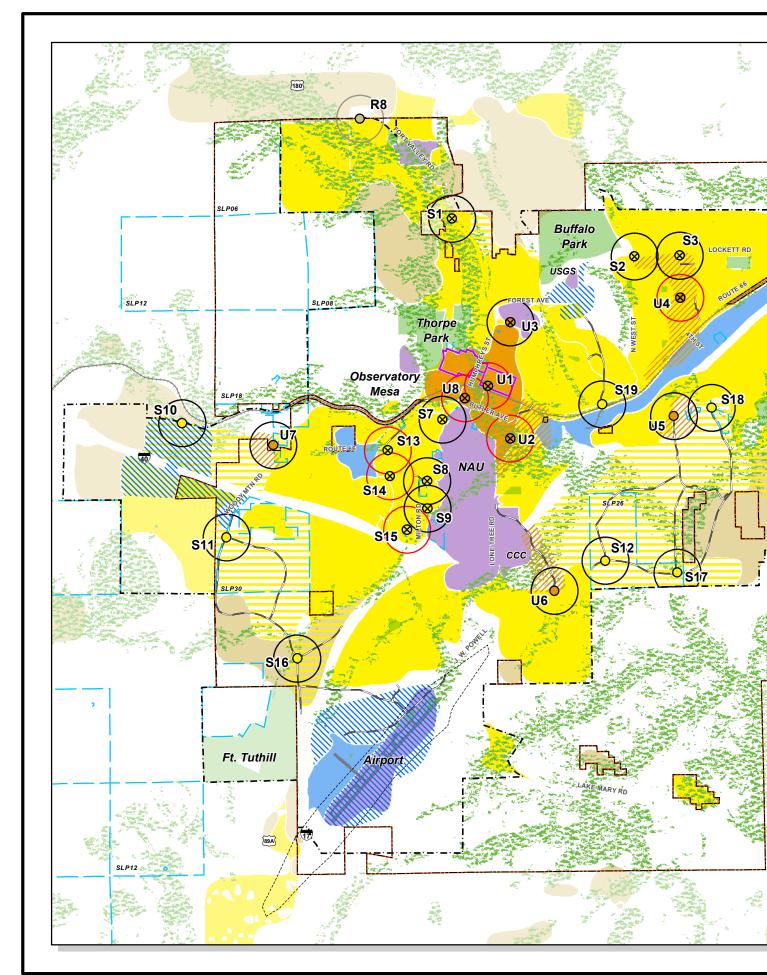
- All property owners have the ability to re-zone and re-build underutilized parcels. Property owners have a "right" to apply for re-zoning, but not a "right" to receive zone change approval.
- For tools to increase reinvestment, refer to the Reinvestment section on page IX-57, the Activity Centers section on page IX-49, and the discussion of "Great Streets" in Chapter VIII Community Character.
- This table is based upon vacant / greenfield land with existing zoning.
- This table uses an annual 1.1% population growth rate to base projected needs
- "Land Supply" Source: City GIS analysis from 2009, based on zoning classification
- Vacant lands in the first part of 2009, excluding flood plains, but including slopes 35% and less
- · All lands designated planning reserve area within the City are placed in the Single-family category, none in commercial
- $\bullet \qquad 50\% \ of \ traditional \ neighborhood \ properties \ are \ placed \ in \ single-family \ attached \ and \ 50\% \ in \ multi-family, \ none \ in \ commercial$
- All lands in the County containing "Industrial" and "Mineral Resource" in the category text are industrial; all lands containing "Commercial" in the commercial category are commercial.
- The division of land planned for non-residential uses between the City and County is not known at this time, so the demand is placed entirely in the City category
- The land needed for schools and parks has not been vetted with respective departments or agencies.

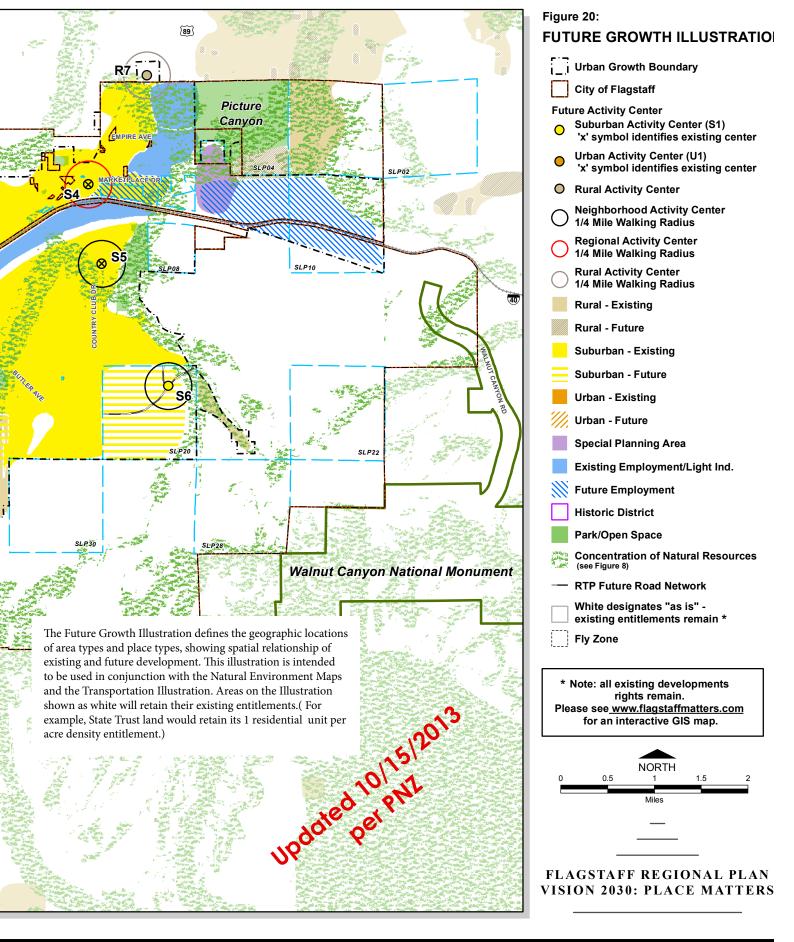












What We Have VS. Where We Are Going

Whether new development occurs in the urban, suburban, rural, or employment context, the following set of goals and policies are applicable to <u>all</u> projects. In addition, the goals and policies for the specific *area type* (urban, suburban, or rural) must also be applied.

APPLICABLE TO ALL LAND USES - GOALS AND POLICIES



Goal LU.1. Continue to enhance the region's unique sense of place within the urban, suburban, and rural context.

Policy LU.1.1. Within the urban, suburban, and rural context, use neighborhoods, activity centers, corridors, public spaces, and connectivity as the structural framework for development.

Policy LU.1.2. Coordinate land use, master planning, and recreational uses, when feasible, with local, state, and federal land management agencies and tribal land owners.

Policy LU.1.3. Protect sensitive cultural and environmental resources with appropriate land uses and buffers.

Policy LU.1.4. Promote transitions between urban, suburban, and rural areas with appropriate change in development intensity, connectivity, and open space.

Note: The Community Character and Economic Development chapters of this plan include further policies regarding Flagstaff's unique sense of place. Also refer to the Neighborhoods, Housing, and Urban Conservation chapter for existing neighborhoods policies.

Policy LU.1.5. Allow and encourage urban agriculture including home gardens, community gardens, urban farms, chickens, greenhouses, on-site sales of produce, and farmer's markets within urban, suburban, and rural contexts and in selected open space parcels.

Goal LU.2. Balance housing and employment land uses with the preservation and protection of our unique natural and cultural setting.

Policy LU.2.1. Develop neighborhood plans, specific plans, area plans, and master plans for all neighborhoods, activity centers, corridors, and gateways.

Policy LU.2.2. Utilize the following as guidance in the development process: Natural Environment maps, Environmental Planning and Conservation policies, Considerations for Development, Cultural Sensitivity, and Historical Preservation maps, and Community Character policies, while respecting private property rights.

Goal LU.3. Apply compact development principles to achieve efficiencies and open space preservation.

Note: For more information, refer to "Tools for Conservation" in the Open Space chapter.

Policy LU.3.1. Confine development patterns to the designated growth boundaries to sustain efficient infrastructure projects and maintenance.

Policy LU.3.2. Promote infill development over peripheral expansion to conserve environmental resources, spur economic investments, and reduce the cost of providing infrastructure and services.

Policy LU.3.3. Promote compact development appropriate to and within the context of each area type: urban, suburban, and rural.

Policy LU.3.4. Plan for and promote compact commercial development as activity centers with mixed uses, allowing for efficient multi-modal transit options and infrastructure.

Policy LU.3.5. Encourage the distribution of density within neighborhoods to relate to the access of associated activity centers and corridors, infrastructure, transportation, and natural constraints like slopes and drainages.

Policy LU.3.6. Place institutional and public buildings centrally within a compact neighborhood to promote walkability and multi-use recreation spaces.

Policy LU.3.7. Require any Forest Service land trades within the planning area to be consistent with the Regional Plan.

Goal LU.4. Provide for a mix of land uses.

Policy LU.4.1. Consider a variety of housing types and employment options when planning new development and redevelopment projects.

Policy LU.4.2. Consider commercial core areas, corridors, activity centers, employment centers, research and development parks, special planning areas, and industrial uses as appropriate place types and area types for employment opportunities.

Policy LU.4.3. Provide for new mixed-use neighborhoods in appropriate locations within the growth boundary.

Policy LU.4.4. Provide appropriate recreational and cultural amenities to meet the needs of residents.

Goal LU.5. Provide for public services and infrastructure.

Policy LU.5.1. Concentrate urban development in locations that use land efficiently, and are served by roads, water, sewer, and other public facilities and services; support transit, reduce vehicle trips, and conserve energy and water.

Policy LU.5.2. Require unincorporated properties to be annexed prior to the provision of city services, or that a pre-annexation agreement is executed when deemed appropriate.

Policy LU.5.3. Require development proposals to address availability of adequate public services.

Goal LU.6. Balance future growth with available water resources.

Note: Refer to Water Resources Goals & Policies.

Policy LU.6.1. Available water resources should be a consideration for all major development and subdivision applications.

Policy LU.6.2. Impacts on the city's water delivery infrastructure should be a consideration for all residential and nonresidential development proposals.

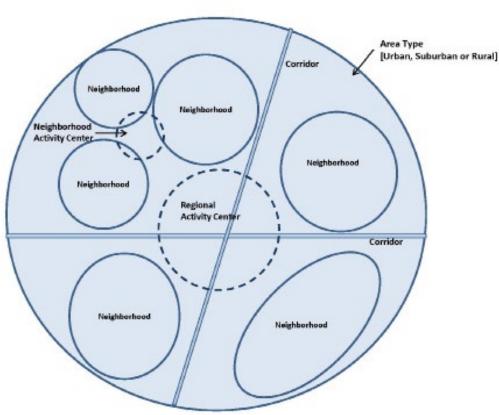
BUILT ENVIRONMENT | Land Use

IX-20

AREA AND PLACE TYPES

The following pages contain a series of development standards for new projects. These standards are broken down according to area type: urban, suburban, and rural. The character within each area type is different, therefore development standards will vary depending where development is taking place. The three area types (urban, suburban, and rural) have several tables that describe the place types within each: neighborhoods, activity centers, and corridors. Activity centers occur in many parts of the city and county- they are not exclusive to the most urbanized places. Since activity centers are encouraged in any area type, they can take the role of a regional or neighborhood activity center, as the graphic shows.

The Regional Plan uses this hierarchy of area and place types to better categorize the eventual look of a place. Activity centers, corridors, and neighborhoods are encouraged in all area types, whether they are urban, suburban, or rural.



Definitions for all of these terms are included here, and will be referred to throughout the chapter.

Urban Area Type: Higher density of people, residences, jobs and activities; buildings are taller and close to the street; streets and sidewalks are in a grid pattern of relatively small blocks; the area is walkable and a variety of services and goods are available; served by public transportation.

Suburban Area Type: Medium to low densities of people, residences, jobs and activities; the streets and sidewalks vary in pattern; the area is drivable to access homes and jobs, yet walkable by special pedestrian facilities such as FUTS trails; some services and goods are available to the residents; the area may have access to public transportation.

Rural Area Type: Low density of people, residences, jobs and activities; paved and unpaved two-lane roads with natural edges; minimal services and goods available to the residents; FUTS connectivity and public transit commuting opportunities may exist; abundant open spaces and agricultural uses.

Activity Centers: Mixed-use centers that vary by scale and activity mix depending on location. They include commercial, retail, offices, residential, shared parking, and public spaces. This plan identifies existing and potentially new activity centers throughout the planning area, including urban, suburban, and rural centers.

Corridors: Community and neighborhood connectors, transportation routes, and energetic places that are magnets for mixed-use development including residential uses. Corridors are defined by pedestrian-oriented streetscapes, and frequented as local gathering places (i.e. cafes, restaurants, plazas).

Neighborhoods: Includes both geographic (place-oriented) and social (people-oriented) components, and may be an area with similar housing types and market values, or an area surrounding a local institution patronized by residents, such as a church, school, or social agency.

AREA TYPES

Urban

Flagstaff's historic urban neighborhoods were primarily developed prior to the 1920s in the heart of Flagstaff surrounding the Downtown, and include Southside, La Plaza Vieja, Flagstaff Townsite, and Northside. These neighborhoods developed in a traditional compact urban pattern where a person could live with limited reliance on the automobile. They were conducive to walking and cycling for daily needs such as groceries, retail shopping, and entertainment.

Many of these walkable characteristics are still evident today as these urban areas are still supported through a network of interconnected tree-lined streets laid out in a grid pattern with small block sizes, on-street parking, and a diversity of housing types. These areas also support public transit due to their compact nature. Unfortunately, neighborhood-serving commercial uses are now limited in many of these historic neighborhoods by larger grocery stores which developed later in the peripheral corridors that are not within walking distance. The historic neighborhoods average 3.6 units per acre.

Most of Flagstaff's residents and visitors agree that Flagstaff's unique historic urban areas contribute to defining the local character and identity, and are strong proponents of protecting and preserving this special urban form and character.

To develop a project in an urban area type, refer to the Urban Neighbhorhood Characteristics Table (pg. IX-23), the Urban Activity Center Characteristics Table (pg. IX-24), and the Urban Corridor Characteristics Table (pg IX-27). See also Illustration of Urban Character (pg IX-25) and Urban Goals and Policies (pg. IX-28).



Photo credit: City of Flagstaff

Flagstaff's **urban areas** have a higher density of people, residences, jobs, and activities; buildings are taller and close to the street; streets and sidewalks are in a grid pattern of relatively small blocks; the area is walkable and a variety of services and goods are available; served by public transportation.

A Vision for Our Urban Areas

Flagstaff's existing urban areas should be preserved, especially within designated historic districts. New development should be built to appropriate scale and design, perpetuating this unique sense of place. Moderate increases in density and intensity within the activity centers and respective pedestrian sheds of these neighborhoods is appropriate.

Walkable urban development can be integrated into older, less walkable neighborhoods to create new urban neighborhoods and centers. This walkability could be achieved through a variety of reinvestment activities, and establishment of densities supportive of alternative transportation modes and through greater connectivity.

URBAN NEIGHBORHOOD CHARACTERISTICS

Urban areas have a higher density of people, residences, jobs and activities; buildings are taller and close to the street; streets and sidewalks are in a grid pattern of relatively small blocks; the area is walkable and a variety of services and goods are available; served by public transportation and with various forms of shared parking (lots, garages, etc.) and street parking

Existing Urban Area *Symbol from Future Growth Illustration #20





Future Urban Area *Symbol from Future Growth Illustration #20

*Symbol from Future C	Frowth Illustration #20 *Symbol from Future Growth Illustration #20
Desired Pattern	Minimum 2 stories within commercial core, neighborhood corridors and regional corridors.
Block Size	300 X 300 to 300 x 600
Density Range	Minimum 8 units per acre. Increased density within the ¼ mile pedestrian shed; exception for established Historic Districts.
Intensity	(FARs) of 0.5 +. Higher range of intensity within commercial core of activity centers and corridors; exception for established Historic Districts.
Air Quality	Consider long-term impacts to air quality by proposed development. Refer to Air Quality Goal E&C.1.
Solar Access	Consider solar access for all development, allowing passive/active solar collection.
Corridors	Include regional and neighborhood corridors. Refer to Urban Corridor Characteristics table, pg. IX-27
Mixed-Use	Urban mixed-use includes supporting land uses such as neighborhood shops and services, residential, business offices, urban parks and recreation areas, religious institutions, and schools. A full range of urban services and infrastructure is required as well as high pedestrian, bicycle and transit connectivity.
Residential	Residential uses in urban neighborhoods will be incorporated into mixed use projects. This includes apartments, condominium complexes, duplexes, townhomes, and other forms of attached housing, and single-family which is subdivided into smaller lots.
Commercial	Commercial development is to be located within activity centers and along regional commercial and neighborhood commercial corridors.
Public/ Institutional	As part of mixed-use development – vertical preferred. Make central to urban neighborhood and connected with transit and FUTS.
Employment – Research and development Industrial	Industrial not appropriate for urban context. Research and Development offices, medical, services, professional offices, retail, hotel, and restaurants as part of urban form and within mixed-use development.
Parks	Urban Parks can be publicly or privately owned and designated for recreation use, allowing for both active and passive activites, as well as special use functions. May include special facilities and swimming pools, and neighborhood and community parks. Future park development is contingent upon density and intensity of proposed development; and this plan's policies outline the need for recreational opportunities for all residents and visitors. <i>Refer to Chapter XV - Recreation</i>
Open Space Public Space	Open Space in urban areas include greenways sreetscapes, waterways, cemeteries, floodplains, riparian areas, corridors, bouldevard viewsheds, and public plazas and squares and are used for passive activities. These spaces may be resotred for their aesthetic value, vistas, and archaeological and historic significance. <i>Refer to Chapter IV - Environmental Planning and Chapter V - Open Space</i>
Conservation	Refer to Natural Resources Maps 7 and 8, and 'Considerations for Development' in Chapter IV - Environmental Planning and Conservation.
Agriculture	Urban food production – potted vegetables, greenhouses and conservatories, roof-top gardens, animal husbandry, community gardens.
Special Planning Areas	Northern Arizona University to become more urban. Refer to NAU Master Plan.
Master Plans	Presidio West; Juniper Point

URBAN ACTIVITY CENTER CHARACTERISTICS

An area within a ¼ mile walking radius (the pedestrian shed) located on two main thoroughfares. Urban activity centers include mixed-use, mixe of housing type, mixed price range, walkable, transit-oriented-design; can include regional commercial or neighborhood commercial.



Regional Urban Activity Center - Larger, mixed-use centers at intersections of Regional Travel and Circulation Corridors; with direct access of multiple residential developments; with entertainment & cultural amenities; public spaces; serves regional residents and visitors.

Neighborhood Urban Activity Center – smaller, mixed-use centers at intersections of Circulation Corridors and Access Roads; with access to surrounding neighborhood; with local goods and services, public spaces; serves local residents; transit and FUTS access.

Characteristics

Each Activity Center is unique with contextual and distinctive identities, derived from environmental features, a mix of uses, well-designed public spaces, parks, plazas, and high-quality urban design. They are well-designed for the purpose of maintaining a unique sense of place and to attract the residents / clients desired. Refer to the Activity Centers table on pg. IX-53.









Density Range	Residential Only: 13+ units per acre Residential mixed-use: 8+ units per acre	
Intensity	Regional scale and design Floor area ratios (FARs) of 1.0+	Neighborhood scale and design Floor area ratios (FARs) of 0.5+
Mix of Uses	Within commercial core: Government, services, education, offices, retail, restaurant, and tourism-related. Residential opportunities, residential mixed-use, public spaces, place-making. Within the pedestrian shed but not in commercial core: higher-density residential, live-work units, home-based businesses, educational, greater connectivity to commercial core.	
Transportation	Easy-to-access parking available via garages, shared located. Bicycle access and parking abundant. Pedes	lots, and street parking. Transit stops and routes centrally trian-oriented design.

Illustration of Urban Character



Urban spaces formed by appropriate density.



Urban streetscapes are vibrant public spaces.



Urban housing comes in many forms.



Urban single-family homes in historic district.

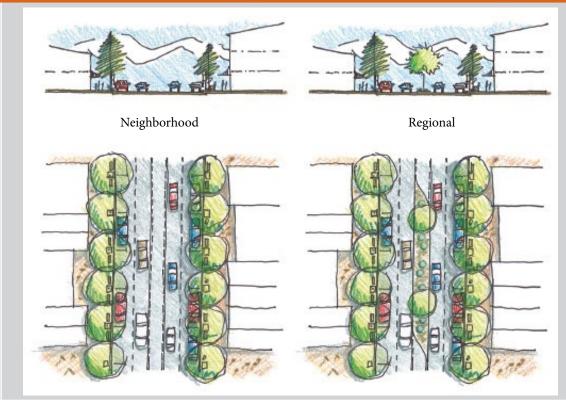
Photos credit: City of Flagstaff





URBAN CORRIDOR CHARACTERISTICS

Corridors are where commercial development is encouraged; Urban corridors are not highways or neighborhood streets. Great Streets are corridors with the greatest potential for reinvestment, beautification, and appropriate land uses. Refer to Activity and Corridors, page 50, and Great Streets Map #14



Characteristics of an Urban Corridor

Regional Corridor

Serves larger capacities of vehicles and people, with more intense land uses. These corridors will be wider with faster speed limits, yet consideration must be made for pedestrian and bicycle safety, and will provide well designed signage, landscaping, and public spaces. Examples of urban regional corridors include: Milton Rd, Route 66, and 89N.

Neighborhood Corridor

Serves the surounding neighborhoods, with shops and services in buildings that front the street. Street parking is encouraged and pedestrian safety is a priority. Examples of urban neighborhood corridors include: Cedar Avenue and Humphreys Avenue, and Fort Valley Rd.



Character of an Urban Activity Center

URBAN AREAS GOALS AND POLICIES

Goal LU.7. Focus investments, partnerships, regulations, and incentives on developing or redeveloping central urban areas.



Policy LU.7.1. Invest in urban areas.

Goal LU.8. Increase the proportion of urban neighborhoods to achieve walkable, compact growth.

Policy LU.8.1. Prioritize connectivity within all urban neighborhoods and activity centers.

Policy LU.8.2. Support on-street parking, shared lots, and parking structures.

Policy LU.8.3. Value the traditional neighborhoods established around downtown by maintaining and improving their highly walkable character, transit accessibility, diverse mix of land uses, and historic building form.

Policy LU.8.4. Develop specific plans for each urban neighborhood and activity center to foster desired scale and form.

Policy LU.8.5. Consider vacant and underutilized parcels within the City's existing urban neighborhoods as excellent locations for contextual redevelopment that adds housing, shopping, employment, entertainment, and recreational options for nearby residents and transit patrons.

Policy LU.8.6. Encourage residential spaces located above and behind commercial within urban centers as well as a variety of housing types in the urban context.

Policy LU.8.7. Commercial and office uses within mixed-use development will occupy the first floor of multistory buildings.

Policy LU.8.8. Invest in infrastructure and right-of-way enhancements as an incentive for private investment in urban neighborhoods and activity centers.

Policy LU.8.9. Include institutional uses, including schools, within the urban context.

Policy LU.8.10. Civic spaces must be well designed, accessible, and central to the urban fabric.



Heritage Square, Downtown Flagstaff Photo credit: Ed Dunn

BABBITT BROTHERS AMERICANTS LIGHT DAGES PLAGRAP ARIZONA ARIZONA

Photo by: City of Flagstaff

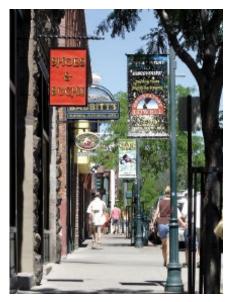


Photo by: City of Flagstaff

Urban Neighborhood: Downtown Flagstaff

The arrival of the railroad in the small community of Flagstaff in 1882 ensured the downtown area as the business center for northern Arizona. Within this region a wide variety of activity was pursued, including lumbering, transportation, education, cattle and sheep ranching, tourism, and later scientific research – all centered on this transportation hub. This strong economic base resulted in consistent growth throughout most of Flagstaff's history. In response to this economic prosperity and frequent destructive fires, buildings were increasingly well constructed of substantial materials, such as stone and brick.

Planning for Suburban Areas in the Context of Form

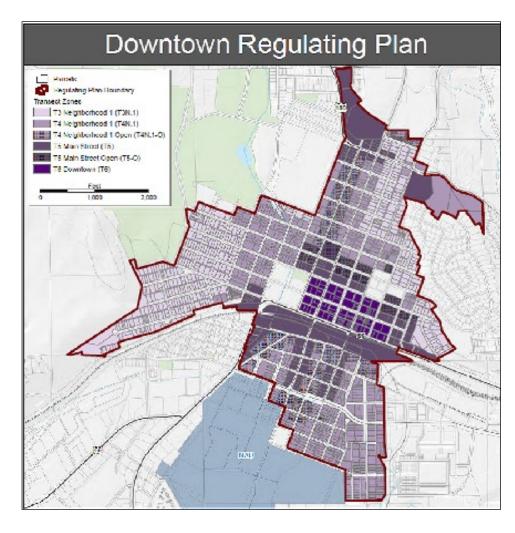
Downtown Flagstaff is an acknowledged urban design treasure with a rich architectural and cultural heritage. Shared investment by property owners and the City resulted in the 1997 update to the downtown's streetscape, creating appealing public and civic gathering spaces. This vibrant urban fabric supports an engaging mix of retail, restaurant, entertainment, civic, and office uses. Downtown Flagstaff is remarkably intact, with most of the historic buildings standing and the traditional street grid in place providing the highest quality pedestrian environment in the city.

While downtown is unique, it functions as the focus point of a larger core area anchored by Northern Arizona University to the south and the Flagstaff Medical Center's campus to the north. The downtown has long been a popular shopping destination for visitors and as an entertainment center for local residents, with parades, marathons, First Fridays, and New Years Eve celebrations. With a solid anchor of government offices, the downtown remains the main regional urban center of Northern Arizona and competes well for sales and interest with much newer auto-oriented development along the corridors and on the periphery of the city. Zoning within downtown is illustrated on the Downown Regulating Plan, Map #21.

To develop a project in downtown, refer to the Urban Neighbhorhood Characteristics Table (pg. IX-23), the Urban Activity Center Characteristics Table (pg. IX-24), and the Urban Corridor Characteristics Table (pg IX-27). See also Illustration of Urban Character (pg IX-25) and both Urban and Downtown Goals and Policies (pgs. IX-28 & IX-30).

A Vision for Our Downtown Area

As the historic downtown is considered the heart of the city, it must remain healthy and attractive to locals, visitors, and business owners alike. Flagstaff needs to foster this valuable asset as a vibrant twenty-first century destination. Downtown revitalization, balanced with historic preservation efforts, will anchor and enhance the overall character of the city and contribute toward Flagstaff's long-term sustainability. Parking solutions have been outlined in numerous plans and need to be implemented with careful attention to placement, design, and accessibility. Clean streets and sidewalks, accessible parking, public art, performances, and activities continue to make downtown Flagstaff one of America's favorite places. Shifts in policy could increase livability and housing in downtown and create a strong base for transit expansion throughout the region.



Map #21: Downtown Regulating Plan

Source: Flagstaff Zoning Code

DOWNTOWN GOALS AND POLICIES

Goal LU.9. Prioritize the continual reinvigoration of downtown Flagstaff, whose strategic location, walkable blocks, and historic buildings will continue to be a vibrant destination of culture, civics, and the arts.



Policy LU.9.1. All businesses and community services on the ground floor should be pedestrian accessible directly from a public space, such as a street, alley, square, plaza, or interior corridor.

Policy LU.9.2. Encourage new multi-story mixed-use buildings to have windows and doors facing the sidewalks.

Policy LU.9.3. Design new downtown buildings to have a majority of the total linear frontages of mixed-use and nonresidential building facades built to the sidewalk.

Policy LU.9.4. Encourage various housing types that appeal to a diverse range of ages and income.

Policy LU.9.5. Encourage adaptive re-use of historic structures for a variety of commercial spaces and housing options.

Policy LU.9.6. Strive for a wide variety of activities in downtown to create a healthy mix of housing, employment, shopping, cultural, and civic uses.

Policy LU.9.7. Include new and improved civic buildings and civic spaces into downtown redevelopment strategies.

Policy LU.9.8. Maintain and enhance Heritage Square and Wheeler Park as critical civic space for social gathering and community well-being.

Goal LU.10. Accommodate pedestrians, bicyclists, transit riders, and private cars to supplement downtown's status as the best-served and most accessible location in the region.

Note: For more information, refer to the Transit section of the Transportation chapter as well as related transit plans listed in Appendix A.

Policy LU.10.1. Invest in downtown's streets and sidewalks so that they remain Flagstaff's premiere public spaces.

Policy LU.10.2. Create a downtown parking strategy plan that continues to utilize and improve upon on-street parking, public parking lots and garages, and shared private parking spaces, with clear signage for wayfinding and to inform the public of all parking options.

Policy LU.10.3. Locate public and private parking facilities, lots, and garages carefully, screening parking from streets, squares, and plazas.

Policy LU.10.4. Incorporate liner buildings and larger mixed-use projects into parking facilities.

Policy LU.10.5. Maintain rear alleys for access to mid-block parking spaces to provide an out-of-sight location for utility equipment, and to allow the fronts of buildings to be free of driveways and parking garage entrances.

Policy LU.10.6. Revise parking regulations to encourage shared parking between various uses within existing structures.

Policy LU.10.7. Provide multiple routes and pathways for vehicular and pedestrian movement.

Policy LU.10.8. Provide for strong connections from the Flagstaff Medical Campus to the Northern Arizona University campus via pedestrian paths, bicycle connections, and transit service.

Policy LU.10.9. As defined in the FUTS Master Plan, include downtown trail access points, bicycle parking, and bicycle facilities.

Policy LU.10.10. Seek opportunities to improve ADA accessibility in downtown. *Other related policies: Policy T.2.3 in the Transportation chapter.*

Suburban

Many of Flagstaff's developed areas are best described as suburban development, and were developed primarily during the 1950s and in the following decades toward the periphery of a growing Flagstaff.

Planning for Suburban Areas in the Context of Form

Characteristic of most suburban areas, land uses are segregated into isolated areas with varying degrees of density and intensity. Suburban uses include single-family and multi-family residential development, as well as commercial development such as strip centers and big box stores with large parking lots to a mixture of retail establishments, office buildings, automobile dealerships, gas stations, and motels.

Suburban areas have medium to low densities of people, residences, jobs and activities; the streets and sidewalks vary in pattern; the area is drivable to access homes and jobs, yet walkable by special pedestrian facilities such as FUTS trails; some services and goods are available to the residents; the area may have access to public transportation.

Suburban development tends to be less compact than traditional urban development, and without a distinct center leaving large distances between uses. Suburban neighborhoods have a hierarchical street pattern rather than being interconnected. They are made up of local streets, cul-de-sacs, and collector streets that connect to arterial streets which carry most of the traffic.

Suburban streets are typically paved and may include sidewalk, curb, and gutter. Public water and sewer utilities are provided. Open space is accommodated by neighborwoods, parks, trails, and sometimes golf courses. Walking or riding a bike for recreational purposes is common.

To develop a project in an suburban area type, refer to the Suburban Neighbhorhood Characteristics Table (pg. IX-33), the Suburban Activity Center Characteristics Table (pg. IX-34), and the Suburban Corridor Characteristics Table (pg IX-37). See also Illustration of Suburban Character (pg IX-35) and Suburban Goals and Policies (pg. IX-38).

A Vision for Our Suburban Areas

Single- and multi-family residential subdivisions as well as apartments and commercial development will continue to be established in Flagstaff. However, because drivable suburban areas typically have a higher environmental impact per capita than walkable urban areas, this Plan envisions future suburban development that incorporates more sustainable elements such as greater connectivity for walking and biking, civic spaces such as parks, greens, or playgrounds, and opportunities for local neighborhood-serving commercial uses such as a corner store, coffee shop, daycare, etc. NAIPTA bus routes and rapid transit system (RTS) stops and transfer centers offer independence to those who live in drivable neighborhoods but do not have access to a car. The land near transfer centers and RTS stops offers major redevelopment opportunities to take special advantage of those facilities. Feasibility/ benefits of varying service levels need to be considered. The possibility of retrofitting an existing suburban neighborhood exists if the residents of that neighborhood assert such requests. Examples of suburban residential neighborhoods within the City include Continental Country Club, Ponderosa Trails, or Cheshire, while an example of commercial suburban development is located on Woodlands Village Boulevard and South Plaza Way. Suburban neighborhoods within the county include Kachina Village, Mountaire, and Bellemont. This developed in the 1960s and 70s as second home enclaves, and are now bedroom neighborhoods for Flagstaff.

As Flagstaff's suburban areas comprise a significant portion of the existing development fabric of the City, they will continue to provide opportunities for homes, schools, shopping, employment, and recreation needs for a majority of Flagstaff's residents. Suburbs are part of our greater community.

IX-32

SUBURBAN NEIGHBORHOOD CHARACTERISTICS
Suburban areas have medium to low densities of people, residences, jobs and activities; the streets and sidewalks vary in pattern; the area is drivable to access homes and jobs, yet walkable by special pedestrian facilities like the Flagstaff Urban Trail System (FUTS); some services and goods are available to the residents; the area may have access to public transportation.

*Symbol from Futu	Existing Suburban Growth Illustration #20 Existing Suburban *Symbol from Future Growth Illustration #20
Desired Pattern	Well-connected neighborhoods, designed around an Activity Center.
Block Size	
Density Range	Residential lots 2 to 10 units/acre. Increased density is preferred within pedestrian shed of 6 units/acre +. For a change of density range, a specific plan or development master plan must be developed for the pedestrian shed. Residential Mixed-Use: 6 units/acre+
Intensity	Floor area ratios (FARs) of 0.2 and above. Suburban commercial, offices space, medical facilities, and institutional in commercial core of an activity center.
Air Quality	Consider long-term impacts to air quality by proposed development, see page IV-10.
Solar Access	Consider solar access for all development, allowing passive and active solar collection.
Residential	Quiet residential neighborhoods, consisting of single-family homes, located toward the periphery of developed areas of the city. In or near activity centers, a mix of single-family homes, duplexes, townhouses, and low-rise apartments would also be suitable. This classification may also include such supporting land uses as parks and recreation areas, religious institutions, and schools. A full range of services and infrastructure is required, including public transit and bike trails.
Commercial	Commercial development in suburban neighborhoods is minimal, such as home-based businesses and childcare. Refer to Suburban Activity Centers table for more commercial development options
Public/Institu- tional	Uses like schools and churches make a central and well-connected neighborhood. <i>Refer to Illustration of Suburban Character on pg. IX-35</i> .
Employment – Research and Development Industrial	See Suburban Activity Centers – Research and development parks, business parks, and associated services within suburban context and contextual with surrounding neighborhoods, campus settings, or within mixed-use development preferred within the pedestrian shed or "employment" locations. Light industrial within "employment" locations only.
Parks	Suburban parks and recreation facilities are either publicly or privately owned and allow both active and passive activities, as well as special use functions like recreation centers, golf courses, and swimming pools. This category is inclusive of neighborhood parks, community parks, conservation parks and special purpose facilities. Future park development is contingent upon the densit and intensity of proposed development. <i>Refer to Chapter XV-Recreation and the City of Flagstaff and Coconino County Parks & Recreation Master Plans.</i>
Open Space Public Space	Suburban open space areas are for public or private use. Open spaces include natural areas, greenways, trails, streetscapes, waterways, cemeteries, drainage ways, floodplains, corridors, wildlife refuges, wetlands, riparian areas, and preserves. They are used for passive recreation such as hiking, picnicking, bicycling, horseback riding, and fishing. Open space areas also may be preserved or restored for their aesthetic value, scenic areas and vistas, ecological value, archeological and historical significance, and wildlife habitat. <i>Refer to Chapter IV - Environmental Planning and Chapter V - Open Space</i>
Conservation	Refer to the Natural Resources maps in Chapter IV - Environmental Planning and Conservation.
Agriculture	Food production – yard gardens, community gardens, fruit trees, greenhouses and conservatories, animal husbandry.
Special Districts	Airport Business Park – Specific Plan needed Flagstaff Cultural Center – Specific Plan needed Coconino Community College campus Innovation Mesa
Master Plans	Canyon del Rio

SUBURBAN ACTIVITY CENTERS CHARACTERISTICS

are areas within a ¼ mile walking radius (the pedestrian shed) located on two collectors / neighborhood streets, of mixed-use (mix of any: businesses, retail, residential, offices, medical, services, etc.) vertical or horizontal, serving the surrounding neighborhoods. can include REGIONAL COMMERCIAL or NEIGHBORHOOD COMMERCIAL.

Map Symbol



Regional Suburban Activity Center: Larger, mixed-use centers at intersections of Regional Travel and Circulation Corridors; with access of large residential developments; with entertainment & cultural amenities; public spaces; serves regional residents and visitors

Neighborhood Suburban Activity Center: Smaller, mixed-use centers at intersections of Circulation Corridors and Access Roads; with access to surrounding neighborhood; with local goods and services, public spaces; serves local residents; transit and FUTS access.

Desired Pattern





Photos credits: City of Flagstaff

Density Range	Residential Only: 6 - 10 units per acre. Residential mixed-use: 6+ units per acre			
Intensity	Regional scale and design at Flagstaff Mall. Floor area ratios (FARs) of 0.5+	Neighborhood scale centers at all others. Floor area ratios (FARs) of 0.35+		
Mix of Uses	Within commercial core: Services, offices, retail, restaurates residential mixed-use. Public spaces, place-making. Within Pedestrian Shed but not in commercial core: high businesses, educational, greater connectivity to commercial core.	her-density residential, live-work units, home-based		
	Regional Commercial is intended for all commercial and service uses that serve the needs of the entire region, those which attract a regional or community-wide market, as well as tourism and travel-related businesses. While uses located in this category typically tend to be auto-oriented, the regional commercial category emphasizes safe and convenient personal mobility in many forms, with planning and design for pedestrian, bicycle and transit access and safety as an activity center.			
Commercial	Neighborhood Commercial is intended for all commercial retail and service uses that meet consumer demands for frequently needed goods and services, with an emphasis on serving the surrounding residential neighborhoods. These areas are typically anchored by a grocery store, with supporting retail and service establishments. Development in this category may also include other neighborhood-oriented uses such as schools, employment, day care, parks, and civic facilities, as well as residential uses as part of a mixed-use development activity center.			
Transportation	Easy-to-access parking available via shared lots, shared p available. Bicycle access and parking. Pedestrian safety.	parking structures, lots and street parking. Transit stops		

Illustration of Suburban Character



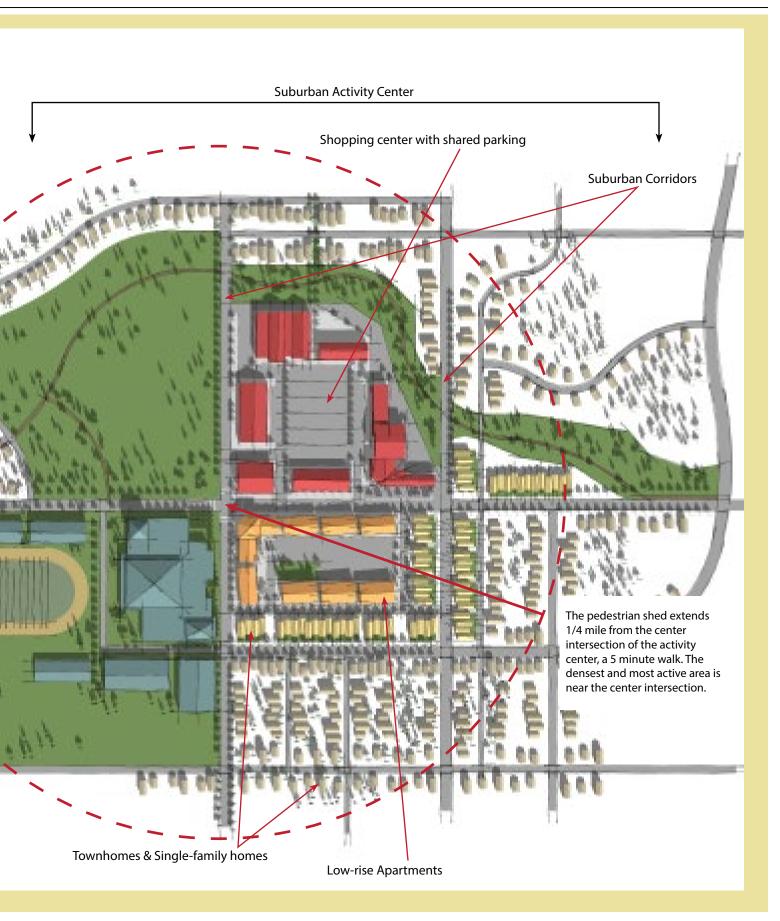




Suburban neighborhoods

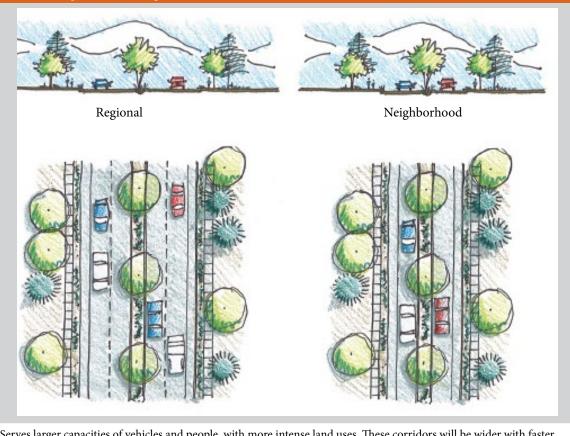
Photos by: City Staff





SUBURBAN CORRIDOR CHARACTERISTICS

Corridors are where commercial development is encouraged



Regional Corridor

Characteristics of an Urban Corridor

Serves larger capacities of vehicles and people, with more intense land uses. These corridors will be wider with faster speed limits, yet consideration must be made for pedestrian and bicycle safety, and will provide well designed signage, landscaping, and public spaces. Examples of suburban regional corridors include: Fort Valley Rd and parts of Butler.

Neighborhood Corridor Serves the surounding neighborhoods, with shops and services in buildings that front the street. Street parking is encouraged and pedestrian safety is a priority. of suburban neighborhood corridors include: Country Club Dr.

Character of a Suburban Activity Center



SUBURBAN AREAS GOALS AND POLICIES

Goal LU.11. Increase the variety of housing options and expand opportunities for employment and neighborhood shopping within all suburban neighborhoods.



- Policy LU.11.1. Prioritize connectivity for walking, biking, and driving within and between surrounding neighborhoods.
- Policy LU.11.2. Consider public transit connections in suburban development.
- Policy LU.11.3. Consider retro-fitting suburbs for walkability and mixed-use.
- Policy LU.11.4. Plan suburban development to include a variety of housing options.
- Policy LU.11.5. Encourage developers to consider at least one floor of apartments or offices over commercial development in commercial cores of mixed-use and activity centers and corridors.
- Policy LU.11.6. Include a mix of uses and access to surrounding neighborhoods in new suburban commercial development.
- Policy LU.11.7. Include employment opportunities in all suburban activity centers.
- Policy LU.11.8. Locate civic spaces, parks, and institutional uses within neighborhood pedestrian sheds.
- Policy LU.11.9. Use open space and FUTS trails to provide walking and biking links from residential uses to employment, shopping, schools, parks, and neighborwoods.
- Policy LU.11.10. Protect wildlife corridors where appropriate.

AREA TYPES

Rural

Historically, county areas were primarily developed as large ranches supporting the cattle and sheep industries, along with sizeable pinto bean and potato farming. These areas have subdivided since the 1950's, primarily by large lot land divisions, keeping the rural roads and individually provided water and sewer (well or hauled water and septic systems). The rural areas are a mix of lot splits and subdivisions leads to a fragmented infrastructure system.

Planning For Rural Areas In The Context Of Form

Rural communities within the region, such as Fort Valley, Doney Park, and areas east of Flagstaff such as Cosnino provide opportunities for traditional notions of rural living characterized by low density development on large lots (typically from 1 to 5 acres), animal keeping (horses, cattle, and goats are common), and a quiet rural independent lifestyle in conjunction with proximity to open space provided by the Coconino National Forest. The more outlying areas often have the greatest opportunity to balance growth with natural resource amenities – where it is more critical to do so given that resrouces such as wildlife corridors, springs, and other resources are still relatively intact. Coconino County's Comprehensive Plan supports integrated

Rural areas have a low density of people, residences, jobs, and activities; paved and unpaved two-lane roads with natural edges; minimal services and goods available to the residents; FUTS connectivity and public transit commuting opportunities may exist; abundant open spaces and agricultural uses.

conservation design to meet this balance. The protection of natural and cultural areas is discussed in more detail in Chapter IV - Environmental Planning and Conservation, Chapter V - Open Space, and Chapter XV - Recreation as well as on the Natural Environment maps in Chapter IV.

While some rural neighborhoods may include public utilities such as water, electricity, and natural gas, in the more outlying areas of the region, wells and septic tanks are common, and propane is used instead of natural gas. Most roads are unpaved and privately maintained, and there is low street connectivity.

To develop a project in a rural area type, refer to the Rural Neighbhorhood Characteristics Table (pg. IX-40), the Rural Activity Center Characteristics Table (pg. IX-41), and the Rural Corridor Characteristics Table (pg. IX-42). See also Illustration of Rural Character (pg. IX-43) and Rural Goals and Policies (pg. IX-45).

A Vision for Our Rural Areas

This plan envisions that future rural development will continue to play an important part of the Flagstaff economy and northern Arizona's characteristic lifestyle as there will always be residents who desire larger lots on the periphery of the city, greater privacy, or the ability to keep animals. Opportunities for local neighborhood serving commercial uses such as a convenience store, farm supply store, local gathering place (e.g., a coffee shop or restaurant), or post office, are contemplated as local activity centers at appropriate intersections. Industrial opportunities will exist with dependant infrastructure provisions. Schools can be central community centers, along with rural civic spaces of parks and national forest access points. In rural areas, FUTS trails, Forest Service Trails, and the Arizona Trail provide a comprehensive system for biking, hiking, and horse-back riding, and trails are incorporated into development proposals.

RURAL NEIGHBORHOOD CHARACTERISTICS

Rural areas have a low density of people, residences, jobs and activities; paved and unpaved two-lane roads with natural edges; minimal services and goods available to the residents; FUTS connectivity and public transit commuting opportunities may exist; abundant open spaces and agricultural uses. Rural Communities and rural rural.

Existing Rural *Symbol from Future Growth Illustration, #20









Block Size N/A- F	Refer to Coconino County Subdivision Ordinance
Density Range	sidential Commercial Uses are minimal and targeted for Rural Activity Centers. Cottage industry and home- businesses, subject to regulations.
Intensity	ntial lots typically 1 house per 1 to 10 acres - 0.2 to 1 DU per acre. Accessory dwelling units / guest houses rns allowed.
Air Quality Consid	er long-term impacts to air quality by controlled burns and use of wood stoves.
Solar Access Consid	er solar access for all development, allowing passive and active solar collection.
Residential forest latery see ment n	ensity, large lot, single-family homes in a rural setting found primarily on the urban fringe, abutting national and. The character of development is rural, with retained natural features and agricultural uses. Where saniwer and potable water services are available, zoning may permit development of one acre lots. Rural development be clustered to maximize protection of natural resources and open space. Typically surrounded by public served by non-maintained roads and have no or limited public services.
	ercial at intersections of major roads and rural activity centers. Home-based businesses – subject to regula- Refer to Rural Activity Centers table on the next page
Public/ Institutional	and quasi-public spaces are often open space, parks, schools, churches, and fire stations.
Industrial/ Business Park	d infrastructure is a barrier to Industrial and Business park opportunities.
Parks ties, as inclusive develop	parks and recreation facilities are either publicly or privately owned and allow both active and passive activitivell as special use functions like recreation centers, golf courses, and swimming pools. This category is we of neighborhood parks, community parks, conservation parks and special purpose facilities. Future park oment is contingent upon the densit and intensity of proposed development. <i>Refer to Coconino County Parks eation Master Plan</i>
Open Space recreat	open space is public or private and primarily undeveloped landscape that provides scenic, ecological, or ional opportunities, or are set aside for resource protection/conservation. Rural open Space includes areas of ed production such as forestland, rangeland, or agricultural land that is essentially free of visible obstruction.
Conservation See Nat	tural Resources Maps 7 & 8 - wildlife corridors, habitat, riparian, forest, meadows, soils and views.
Agriculture Food p	roduction, farming and ranches, equestrian and animal husbandry
	auto mobiles, some public transit/ bike ped opportunity but not a focus. Plenty of parking. Mix of public and roads. Rural roads.
Special District Fort Tu	thill Master Plan and Landfill
•	Area Plans: Doney Park, Timberline-Fernwood Area Plan, Kachina Village Area Plan, Fort Valley Area plan, ainaire Area Plan

RURAL ACTIVITY CENTER CHARACTERISTICS

Designated locations in unincorporated areas that are appropriate for locally-serving retail and service businesses; serve as focal points for the community in which they are located. The uses that each activity center may contain will vary depending upon the characteristics, needs, and zoning of the location. The range of uses may include small-scale retail, offices, and other business and personal services designed to meet the needs of area residents. Other appropriate uses may include schools, transit stops, parks, or other civic uses. The objective is to provide opportunities to meet area resident needs locally, reducing the requirement to travel out of the area to meet day-to-day needs. Development in this category may be subject to special standards, including size limits and design standards, so as to maintain a scale and architectural character appropriate to the rural community.

		Existing R	ural
Symbol from	Future Growth	Illustration,	#20

Characteristics

Rural Centers are intended to meet the needs of rural communities and local residents. They are characterized as destinations that offer few amenities. Drivable Rural and local access designed to serve the local community.

Desired Pattern



Photo by Alan English

Density Range

Non-residential Horizontal Mixed-Use. 1+ Stories with street frontage activities.

Mix of Uses

Is intended to be both residential and non-residential uses that are designed and developed with quality design standards. The primary objective is to provide a mix of housing types, including single-family detached and attached, and multi-family dwellings; shopping, restaurants, commercial and service uses, offices and employment centers are included as part of an activity center. Other supporting land uses, such as parks and recreation areas, religious institutions, and schools, feed stores, small groceries and supplies, gas station, etc. may be included. A full range of services and infrastructure is required.

Regional Commercial is intended for all commercial and service uses that serve the needs of the entire region, those which attract a regional or community-wide market, as well as tourism and travel-related businesses. While uses located in this category typically tend to be auto-oriented, the regional commercial category emphasizes safe and convenient personal mobility in many forms, with planning and design for pedestrian, bicycle and transit access and safety as an activity center.

Commercial

Neighborhood Commercial is intended for all commercial retail and service uses that meet consumer demands for frequently needed goods and services, with an emphasis on serving the surrounding residential neighborhoods. These areas are typically anchored by a grocery store, with supporting retail and service establishments. Development in this category may also include other neighborhood-oriented uses such as schools, employment, day care, parks, and civic facilities, as well as residential uses as part of a mixed-use development activity center.

Location

Located at intersections of major roads – arterials and collectors. Ease of access and parking available to minimize the impacts of traffic on neighborhoods.

Design Priniciples

Open space character, agricultural, well connected trail and access to National Forest lands

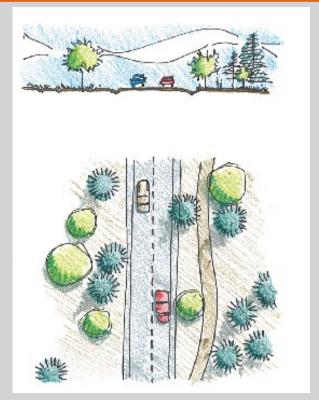
Transportation

Street design rural. Easy-to-access parking available via shared lots, lots and street parking. Park & ride potential. Bicycle access and parking available; equestrian accessibility; pedestrian safety.

RURAL CORRIDOR CHARACTERISTICS

Corridors are where commercial development is encouraged within a designated activity center.





Regional Corridor

These corridors within rural areas tend to be highways and major arterials where access management is a significant issue to allow for the efficient use of these corridors. Commercial services are encouraged within designated activity centers.

Neighborhood Corridor

These corridors serve local residents and are a mixture of public and private roadways of varying standards. Commercial development is encouraged in designated activity centers that frequently intersect with regional corridors.

Character of a Rural Activity Center



Illustration of Rural Character









Photos by: John Aber





RURAL AREAS GOALS AND POLICIES

Goal LU.12. Maintain the character of existing rural communities.

Policy LU.12.1. Maintain rural growth boundaries to balance while preserving the integrity of open spaces identified in the Greater Flagstaff Open Spaces and Greenways Plan and updates.

Policy LU.12.2. Promote the coordination of the Flagstaff Regional Plan, Coconino County Comprehensive Plan, and area plans that takes into account local conditions and preferences of area residents.

Policy LU.12.3. Require future development in the unincorporated county areas to be consistent with the goals, policies, and conservation guidelines of the Coconino County Comprehensive Plan and any applicable local area plans.

Policy LU.12.4. Connect rural neighborhoods using roads, trails (equestrian, foot, and bicycle), and public access to the National Forest.

Policy LU.12.5. Promote cluster development as an alternative development pattern in appropriate locations as a means of preserving rural resources and to minimize service and utility costs.

Policy LU.12.6. Plan for development outside of the rural growth boundary to be very low density and to have integrated conservation design.

Policy LU.12.7. Establish opportunities for rural activity centers in specifically designated county areas with a range of uses, sizes, and designs appropriate to the communities they serve.

Policy LU.12.8. Locate commercial uses in the county in specifically designated activity centers intended to serve as focal points and meet local needs for the community, while avoiding a strip commercial pattern of development along the region's major roadways.

Policy LU.12.9. Preserve the rural character, open spaces, wildlife corridors, and neighborwoods at the periphery or just outside of the planning area as defined by the FMPO boundary.



Photo by: John Aber



Photo credit: Copeland Architects

Employment Centers, Business Parks, and Industrial Areas

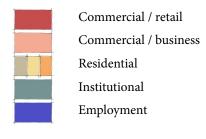
Flagstaff is fortunate to be in close proximity to the interstate highway system, local arterial and collector roads, the BNSF railway line, and the Flagstaff Pulliam Airport. Policies in this section promote the region's position as a major regional and interstate employment center through continuation of existing operations, promotion of new industries, and improvements in job accessibility. Providing for continued growth of the existing employment centers and encouraging the reuse of underutilized, vacant or obsolete commercial and industrial spaces, these policies provide for new manufacturing, research and development, flex space, industry incubators, professional office, and similar uses that range from high-intensity, mixed-use office centers, large business parks, warehouses, and distribution facilities to manufacturing and other heavy industrial areas. "Clean" industries, such as light manufacturing, research and development, and high technology, will take advantage of the education and skills of the city's population.

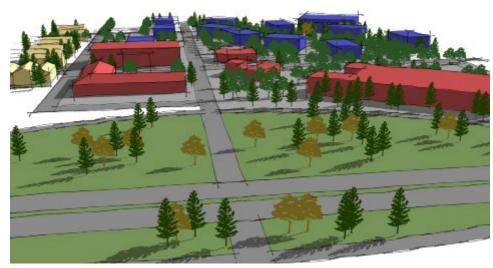
An **Employment Center** is an activity center with mixed-use; research and development offices; medical offices; office space; business park; retail, restaurant, and tourism center; light-industrial; heavy-industrial; live-work spaces; and home-based businesses.

Office - Research and Development - Business Park - Light Industrial is intended to provide locations for a variety of workplaces that develop as a business park setting or integrated into a commercial mixed-use project as part of an activity center. These projects are to be designed and developed as buildings with attractively landscaped outdoor spaces and continue the vitality and quality of life in adjacent residential neighborhoods. Other supporting uses can be included which complement the primary workplace uses, such as restaurants, hotels, child care, and convenience shopping, if included as part of an overall planned development. Sites designated for this category should have good access to existing or planned transportation facilities and be compatible with adjacent land uses.

Light-Medium Industrial is intended to provide a location for a variety of work processes and work places such as light industrial uses; manufacturing, warehousing, and distributing; indoor and outdoor storage; and a wide variety of heavy commercial and industrial operations. Uses in this category are typically involved in the secondary processing of materials into components; the assembly of components into finished products, transportation, communication and utilities, wholesaling, and warehousing. Transportation

requirements are usually met by truck, although rail and air transportation may be utilized as well. These facilities need to be developed with viewsheds in mind.

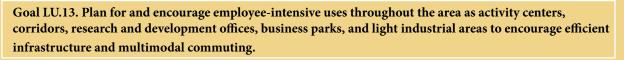




Character of potential employment center

Heavy Industrial is often characterized by uses that can be hazardous, offensive, or unsightly. The uses are typically involved in the primary processing of raw materials into refined materials. Often requiring large energy supplies and large volumes of raw materials. Processing may generate liquid or solid wastes, air pollutants, and other emissions, such as noise, glare, light, vibration, or heat. Examples of such uses include lumber and wood products; paper, chemicals, and primary metal manufacturing; storage of hazardous materials; cinder pits; and concrete and asphalt plants.

EMPLOYMENT AREAS GOALS AND POLICIES





Policy LU.13.1. Encourage the grouping of medical and professional offices, light industrial, research, and skill training with other necessary workforce services and transportation options.

Policy LU.13.2. Consider the compatible integration of residential uses and proposed employment centers to reduce vehicle trips and commute times.

Policy LU.13.3. Incorporate neighborhood/support retail and other commercial uses, including childcare facilities, within new and renovated employment centers..

Policy LU.13.4. Accommodate safe and convenient walking, biking, and transit facilities in existing and proposed employment centers.

Policy LU.13.5. Provide an attractive, high-quality employee environment in new and renovated employment center design.

Goal LU.14. Establish heavy industrial areas that provide for the manufacturing of goods, flexible space, and intermodal facilities that are well maintained, attractive and compatible with adjoining nonindustrial uses.

Other related policies: Policy ED.3.9 in the Economic Development chapter.

Policy LU.14.1. Encourage the continued intensification, expansion, and protection of existing industrial, warehousing, and distribution uses from encroachment.

Policy LU.14.2. Ensure new industrial areas are compatible with surrounding areas.

Policy LU.14.3. Locate new industrial areas near the rail line or interstate, and ensure they are designed to be compatible with surrounding uses and gateway features.

Policy LU.14.4. Limit the impacts of truck traffic on residential areas.

Policy LU.14.5. Consider all health impacts on the community in the design of new industrial uses, such as wastewater treatment, traffic safety, noise, and other impacts.

Special Planning Areas

Not all existing or proposed facilities and uses fall within the area types of urban, suburban or rural; and thus special planning areas may be described within the Flagstaff region. These include specific districts unique to the area:

- Flagstaff Pulliam Airport
- Northern Arizona University
- Flagstaff Medical Center
- Museum of Northern Arizona
- U.S. Geological Survey and Innovation Mesa
- Public and quasi-public uses requiring campus-like setting

Many of these districts, such as Northern Arizona University, City Hall, public schools, etc., have many of the characteristics of employment uses. An institutional use is intended to accommodate public and semi-public land uses, such as governmental facilities, schools, utilities, and institutions.

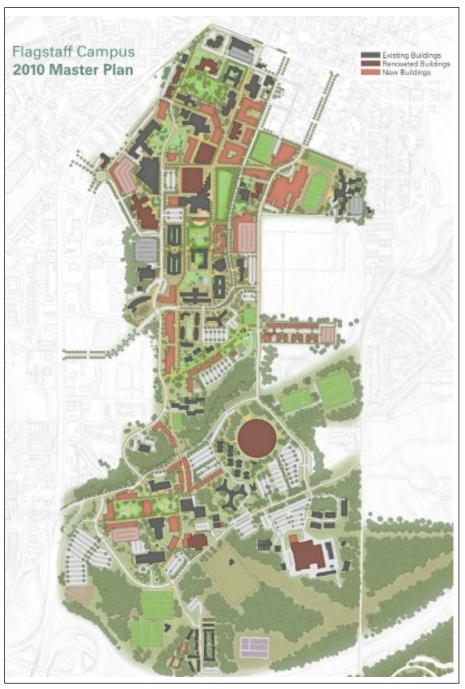


Photo credit: Northern Arizona University, Master Plan

SPECIAL PLANNING AREAS GOALS AND POLICIES

Goal LU.15. Protect, manage, and enhance the region's Special Planning Areas to benefit the whole community.

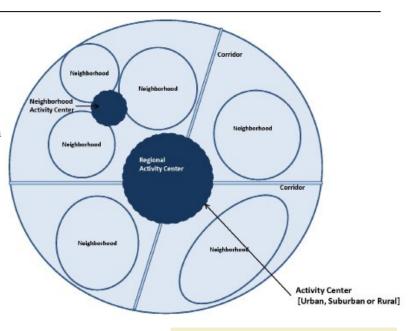
Policy LU.15.1. Enhance connectivity and coordinated planning efforts with neighborhoods contiguous to special planning areas.

Activity Centers

Flagstaff has many existing activity centers (Map #22), which this plan identifies, along with a number of potential future activity centers. With a focus of investments and development to the urban core as a growth management strategy, activity centers are vital in producing the compact urban nodes necessary for efficient infrastructure, transit, walkability, job creation, and protection of our natural resources.

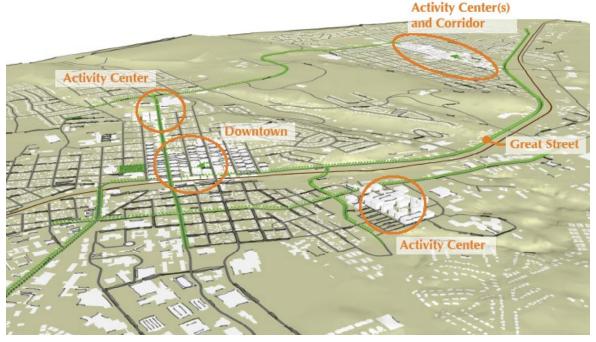
By promoting activity centers and mixeduse development in the Flagstaff region, the community will benefit from:

- Places for people to shop, eat, and entertain
- Sites for community events, activities, and celebrations
- A range of housing types and configurations
- New destinations within a short distance of existing neighborhoods
- Opportunities to increase walking, biking, and transit use
- More efficient use of existing public infrastructure
- Opportunity to foster vibrant, walkable communities
- Incubators for art, community, or non-profit enter prises
- Activity centers with anchors that appeal to locals, not just visitors
- Active, healthier lifestyles
- Conservation of land by accommodating more people in less space
- A range of transportation alternatives
- Reduced congestion
- Lower infrastructure costs for communities, families, and individuals
- Reduced household expenses related to transportation and energy
- Added convenience by putting destinations closer together



Activity Centers and Corridors: Mixeduse centers that vary by scale and activity mix depending on location. They include commercial, retail, offices, residential, shared parking, and public spaces. This plan identifies existing and potentially new activity centers throughout the planning area, including urban, suburban, and rural centers.

Neighborhoods: Includes both geographic (place-oriented) and social (people-oriented) components, and may be an area with similar housing types and market values, or an area surrounding a local institution patronized by residents, such as a church, school, or social agency.



A Vision for Our Activity Centers

Existing activity centers have great potential for increased activities, densities and mixed-use with focused reinvestment by both the public and private sectors. These are ideal locations for optimal transit connectivity, increased pedestrian and bicycle use, and infrastructure improvements . For example, activity centers around Northern Arizona University could also meet the demand for more multi-family housing units, and student-oriented services and goods.

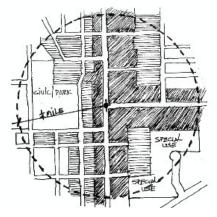
Potential new activity centers have been located where the future road network intersects, and future development has been proposed. This plan is encouraging that future development focus on, and plan around activity centers.

Every activity center works at its own scale, serving the needs of the surrounding community. That scale is directly related to the road types serving the center and surrounding development. Regional centers – the biggest centers – are located at the intersection of major roads and have multiple large residential developments with direct access to it. Neighborhood centers are established at circulation and access roads, but not all of these intersection types establish centers.

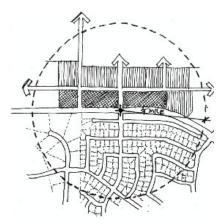
An **urban activity center** holds the greatest densities of housing and intensities of commercial and retail space, yet it is still appropriately designed for the region, contextual in scale and form, and architecturally compliments the environment and views. Even the most urban areas of Flagstaff host the most amazing views of the mountains, and respecting the views will maintain our unique sense of place. Higher densities and maintaining views may seem like a contradiction, but it is a matter of thoughtful and sensitive design. Urban activity centers create the densities that make transit work and provide the intense creative places and social interactions desired by today's and tomorrow's workforce.

Suburban activity centers provide the node for a neighborhood's schools, parks, local restaurants, and grocery stores and are located next to higher-density residential development easily accessible by walking or biking. They may provide an opportunity for medium-density mixed-use.

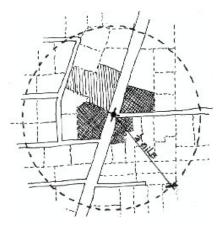
Rural activity centers are appropriate in scale to the rural community and may be two or three stores in height, in which one additional activity is considered "growth." These are strategically located to provide convenience for those living in the rural areas.



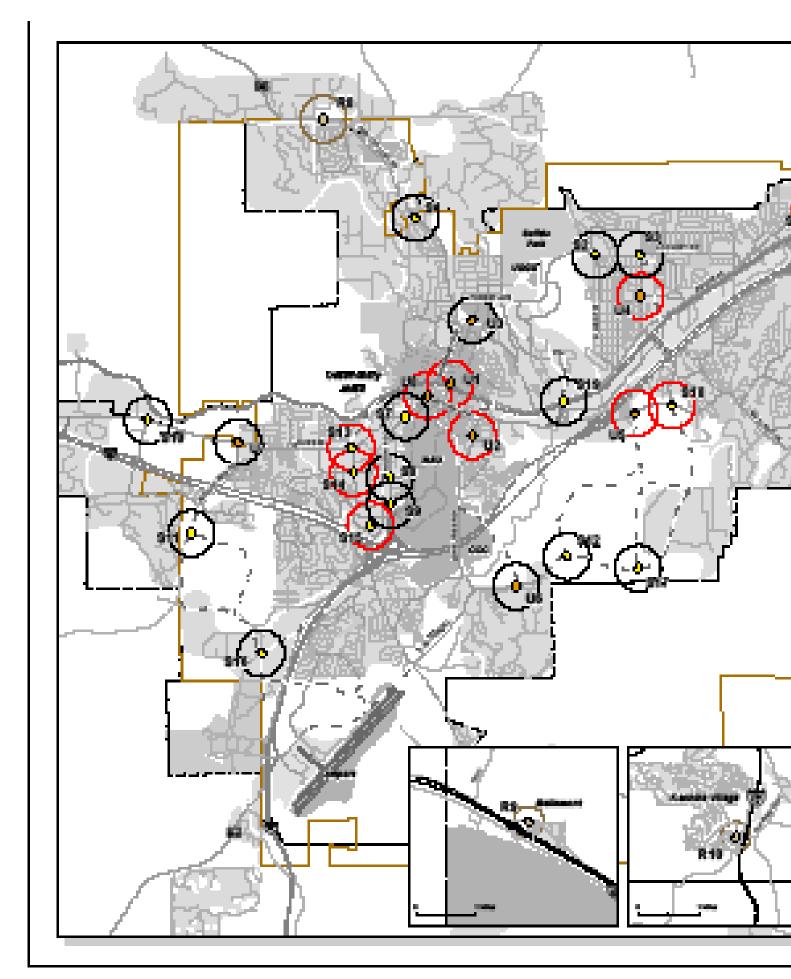
Urban Activity Center

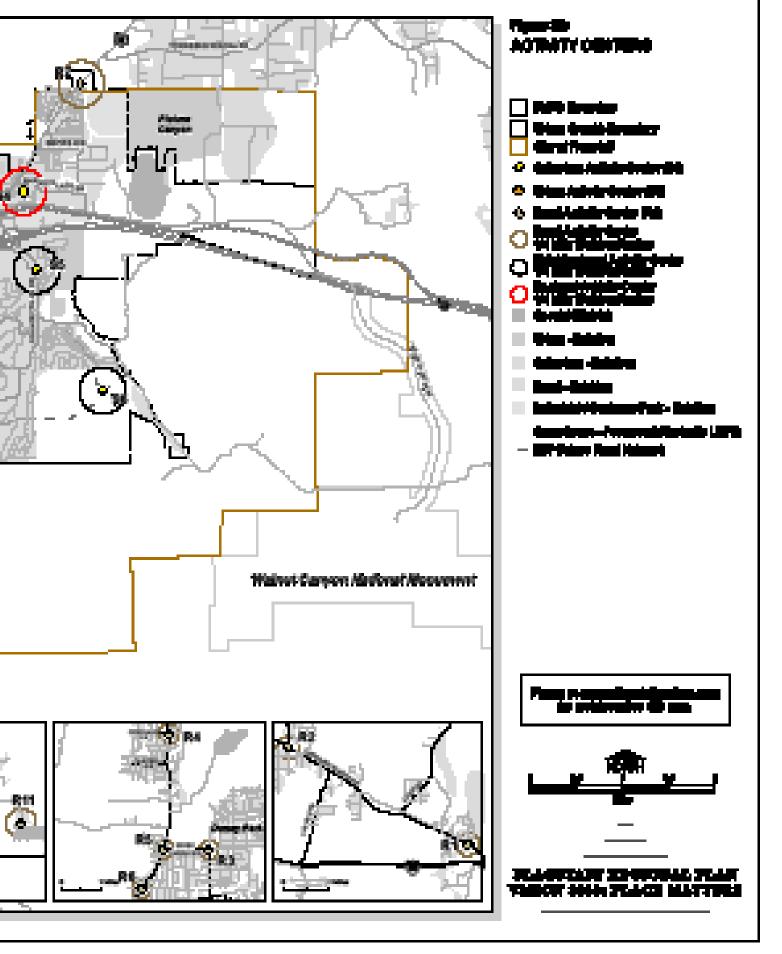


Suburban Activity Center



Rural Activity Center





LOCATION OF ACTIVITY CENTERS

Refer to Activity Centers Map #22, pages 49-50

URBAN		SUBURBAN		RURAL	
Regional Scale					
Downtown	U1	Flagstaff Mall	S4		
Invest in appearance, cleanliness, etc. Business Improvement District		Work towards East Gateway Plan – Field P (2001)	aoli		
Sawmill – Butler Ave / Lone Tree Rd	U2	Woodlands Village Blvd / Rt 66	S13		
		Specific Plan or Development Masterplan			
Fourth Street - Fourth St / 6th Ave / 7th Ave	U4	Woodlands Village Blvd / Forest Meadows St	S14		
Assess zoning needs; develop overlay district; address urban form and parking issues. Utilize Capital Improvement Program to upgrade infrastructure to desired density needs. Land assemblage for redevelopment.		Specific Plan or Development Masterplan			
		Woodlands Village Blvd / Beulah	S15		
		Specific Plan or Development Masterplan			
Neighborhood Scale					
Plaza Shopping Center – Hum- phrey's St & Beaver St.	U3	Ft Valley Cultural Corridor – Ft Valley Road	S1	Townsend Winona Rd / I-40	
Specific Plan or Development Masterplan		Specific Plan or Development Masterplan			
**Little America – Butler Ave / Harold Ranch Rd	U5	Cedar Shopping Center – Cedar Ave / West St	S2	Townsend Winona Rd/ Slayton Ranch Rd (Doney Park)	
Specific Plan or Development Masterplan		Specific Plan or Development Masterplan			
**Juniper Point – JW Powell Blvd / Lone Tree Rd (new)	U6	East Flagstaff Civic Center – Cedar Ave / Fourth St	S3	Silver Saddle Rd / Kock Field Rd	
Specific Plan or Development Masterplan		Specific Plan or Development Masterplan			
**Presidio – Route 66 and Woody Mountain Rd	U7	Country Club Center - Country Club Dr / Solier Ave	S5	89 N / Campbell Rd	
Specific Plan or Development Masterplan		Specific Plan or Development Masterplan			
Milton Rd / Butler Ave	U8	**Butler Ave / Walnut Hills Dr	S6	89 N / Silver Saddle Rd	
Milton Road Corridor Plan		Specific Plan or Development Masterplan			
		Milton Rd / Route 66	S7	89 N / Burris Lane (Doney Park / Timberline)	
		Milton Road Corridor Plan			
		Milton Rd / University Dr (new alignment)	S8	89 N / South of Townsend- Winona Road	
		Milton Road Corridor Plan			

LOCATION OF ACTIVITY CENTERS

Refer to Activity Centers Map #22, pages 49-50

URBAN	SUBURBAN		RURAL
	Milton Rd / Forest Meadows St - potential GATEWAY	S9	Ft Valley Rd / Peakview (Chesire)
	Milton Road Corridor Plan		
	*W Route 66 / Flagstaff Ranch Rd	S10	Bellemont
	Specific Plan or Development Masterplan		
	**Woody Mntn Rd / FS 532 (South of Kiltie Lane)	S11	Kachina Village
	Specific Plan or Development Masterplan		
	**JW Powell Blvd / future road	S12	Mountainaire
	Specific Plan or Development Masterplan		
	**Purple Sage Trail / FS 532 (Villagio Montano)	S17	
	Specific Plan or Development Masterplan		
	**Butler Ave / Fourth St (Canyon del Rio)	S18	
	Specific Plan or Development Masterplan		
	Switzer Mesa / Route 66	S19	
	Specific Plan or Development Masterplan		



Photo credit: City of Flagstaff

ACTIVITY CENTERS AND CORRIDORS GOALS AND POLICIES

Goal LU.16. Develop well designed activity centers and corridors with a variety of employment, business, shopping, civic engagement, cultural opportunities, and residential choices.

Policy LU.16.1. Design activity centers and corridors appropriate to and within the context of each area type: urban, suburban, or rural.

Policy LU.16.2. Strive for activity centers and corridors that are characterized by contextual and distinctive identities, derived from history, environmental features, a mix of uses, well-designed public spaces, parks, plazas, and high-quality design.

Policy LU.16.3. Redevelop underutilized properties, upgrade aging infrastructure, and enhance rights-of-way and public spaces so that existing activity centers and corridors can realize their full potential.

Note: Refer to Cost of Development Chapter XI, especially for the potential of public-private partnerships.

Policy LU.16.4. Encourage activity centers and corridors to provide housing of various types and price points, especially attached and multi-family housing.

Policy LU.16.5. Plan for and support pedestrian and transit-friendly activity centers and corridors.

Policy LU 16.6. Support increased densities within activity centers and corridors.

Policy LU.16.7. Concentrate commercial, retail, services, and mixed use within the activity center commercial core.

Policy LU.16.8. Increase residential densities, live-work units, and home occupations within the activity center's pedestrian shed.

Policy LU.16.9. Adopt traffic regulations to prioritize pedestrian-oriented design for all activity centers.

Policy LU.16.10. Plan activity centers and corridors appropriate to their respective regional or neighborhood scale.

Policy LU.16.11. Corridors should increase their variety and intensity of uses as they approach activity centers.

Policy LU.16.12. Land use policies pertaining to a designated corridor generally apply to a depth of one parcel or one and onehalf blocks, whichever is greater.

Policy LU.16.13. Corridors should focus commercial development to the corridor frontage and residential to the back.

Policy LU.16.14. Promote higher density development in targeted areas where economically viable and desired by the public.

Policy LU.16.15. Endorse efficiency of infrastructure with compact development within targeted activity centers.

Policy LU.16.16. Actual pedestrian-shed boundaries will be established considering opportunities and constraints posed by natural and man-made barriers like terrain or the interstate, road networks, and existing development patterns.

Goal LU.17. Develop a manageable evolution of the main corridors into contextual place makers.

Policy LU.17.1. Develop a specific plan for each "Great Street" corridor.

Policy LU.17.2. Establish the context and regional or neighborhood scale of each corridor prior to design with special consideration for those intended to remain residential or natural in character.

Policy LU.17.3. Enhance the viewsheds and frame the view along the corridors through design.

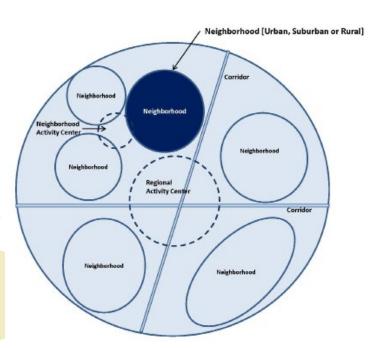
Policy LU.17.5. Balance automobile use, parking, bicycle access, while prioritizing pedestrian safety along all corridors.

Note: Refer to the discussion of "Great Streets" in the Community Character chapter.

Neighborhoods

Neighborhoods are defined by mostly residential areas that are knitted together with connections of roads, trails, and sidewalks. Each neighborhood defines itself differently in the way of age, development patterns, architectural style, and other elements. For more information about neighborhoods in the Flagstaff region, refer to Chapter VIII - Community Character and Chapter XIII - Neighborhoods, Housing, and Urban Conservation.

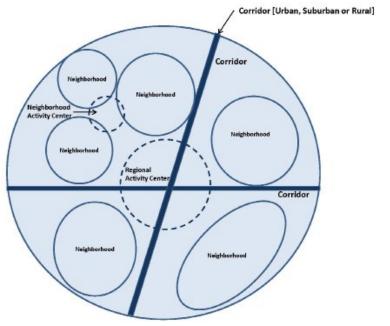
Neighborhood: Includes both geographic (place-oriented) and social (people-oriented) components, and may be an area with similar housing types and market values, or an area surrounding a local institution patronized by residents, such as a church, school, or social agency.



Corridors

The "Great Streets" discussion in Chapter VIII - Community Character identifies a number of corridors in the Flagstaff region that could benefit from reinvestment, revitalization, and retrofit efforts. *Refer to Great Streets Map #14*

Policies promote corridors as community and neighborhood connectors, transportation routes, and energetic places that are a magnet for mixed-use development and residential uses. Corridors are defined by pedestrian-oriented streetscapes, and frequented as local gathering places (i.e. cafes, restaurants, plazas). These areas support surrounding neighborhoods and contribute to a more compact and consistent pattern of development. Development adjacent to established neighborhoods will transition from higher to lower intensities to mitigate impacts on residential areas.



GROWTH

Historically, growth areas in the Flagstaff region have clustered around jobs, from the earliest railroad stop and lumberyards, to the University and downtown Flagstaff. The future will focus investments and development potential to urban areas and compact growth as growth management strategies. The discussion of growth areas is paramount in reducing sprawl, protecting open space, and promoting efficiencies in infrastructure and services.

Where Should Growth Occur?

The Flagstaff region will accommodate residential, commercial, institutional, and public space growth needs by focusing infrastructure and incentives for:

- 1. Revitalization of the urban core, particularly existing and underutilized activity centers
- 2. Infill of the vacant lots in urban, suburban, and rural neighborhoods

Reinvestment Areas

A community reinvests in an area through revitalization, redevelopment, infill, brownfield redevelopment, and historic preservation, all of which play a vital role in improving the quality of life for those living in and traveling to the City of Flagstaff and the region. Reinvestment promotes the resurgence of existing activity centers and walkable neighborhoods in areas suffering from lack of maintenance, and within activity centers and corridors and their respective pedestrian shed. More detailed planning, such as specific plans or corridor plans will be required as these areas resume or begin more active roles within the community. Activity centers and corridors as "Great Streets" are the biggest reinvestment potential, as these are located in areas of greatest return on investment. *Refer to Chapter VIII - Community Characterfor a full discussion*.

Many of the region's existing areas need utility upgrades and improvements as incentives to attract reinvestment and development. As the private and public sectors continue to work together, parcel assemblage and infrastructure needs must be met to assist in enhanced revitalization projects. Map 24 shows public utilities in the Flagstaff region over 50 years old that could benefit from upgrades. *Refer to Public Utilities & Activity Centers Map #24, pg. IX-61.*

Reinvestment, redevelopment, and infill at the neighborhood scale relates to aesthetic treatment of the existing developed area. Examples of this include repairing what is already in place, remodeling, fixing-up and adding-on; addressing the need for neighborhood retail, bus stops, social spaces, green spaces, sidewalks, crosswalks, and public art, while preserving community integrity, character, safety, and livability. *Refer to Transitions Map #23*.

Helpful Terms:

Reinvestment Areas - Infill, redevelopment, brownfield redevelopment, preservation, and adaptive re-use are all ways to revitalize areas of our community.

Greenfield Development - Areas that exist mostly on the periphery of the city, within or contiguous with the urban service boundary, can be considered for greenfield development.

Revitalization Toolbox

There are many tools available for revitalization and redevelopment efforts, including but not limited to:

- Brownfield redevelopment projects
- Economic Development Strategic Plan (in conjunction with all regional economic development partners)
- Government Property Lease Excise Tax (GPLET)
- Industrial incentives (Industrial Development Authority)
- Infill Incentive Districts (Arizona Revised Statutes Section 9-499.10)
- Infrastructure investment and construction - upgrades/ replacement program (Capital Improvement Program)
- Land acquisition/land bank/ preparation
- Neighborhood economic development strategies
- Public/private partnerships
- Special districts (taxing or assessment)
- Transfer of development rights/ transfer of obligation



Example of Revitalization Areas

Note: Revitalization is both insertion of new or rebuilt buildings as well as public space investments

Reinvestment at the regional scale inspires new development while keeping the character of the surrounding community; employs modern technology in context; maintains and promotes a sense of place; promotes walkability over auto-oriented design. Reinvestment is an important tool communities can use to encourage a portion of the area's growth into established yet underutilized areas with existing infrastructure.

Helpful Terms:

Revitalization - Is to repair what is already in place, adding new vigor by remodeling and preserving.

Redevelopment - Is when new development replaces outdated and underutilized development.

Infill - Occurs when new buildings are built on vacant parcels within city service boundaries and surrounded by existing development.

Preservation - Is an endeavor that seeks to preserve, conserve, and protect buildings, objects, landscapes, or other artifacts of historical significance.

Adaptive Re-use - Is fixing up and remodeling a building or space, adapting the building or space to fit a new use.

Planning Document Terms:

General Plan - A policy document that is used to guide land use decisions

Specific Plan - Detailed element of the General Plan enacted under the provisions of ARS 9-461.08 that provides a greater level of detail for a specific geographic area or element of the General Plan, and that provides specific regulations and standards for the systematic implementation of the General Plan. When applied to a highway corridor, a specific plan includes the highway right-of-way (ROW) as well as property outside of the ROW included with the planning area boundary.

Illustrative Plan - A plan or map that depicts (illustrates, but does not regulate) the sreets, lots, buildings, and general landscaping of a proposed development

Example of Reinvestment in Stages:



Existing street



Same street with buried power lines



Same street with public street improvements



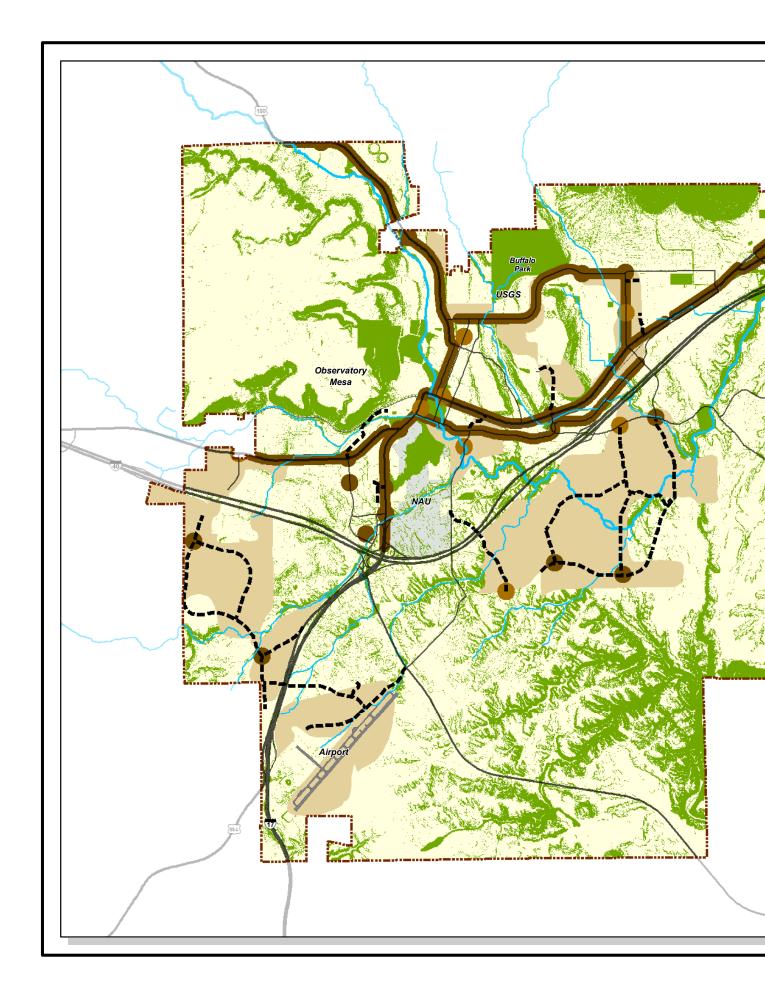
Same street with private development improvements

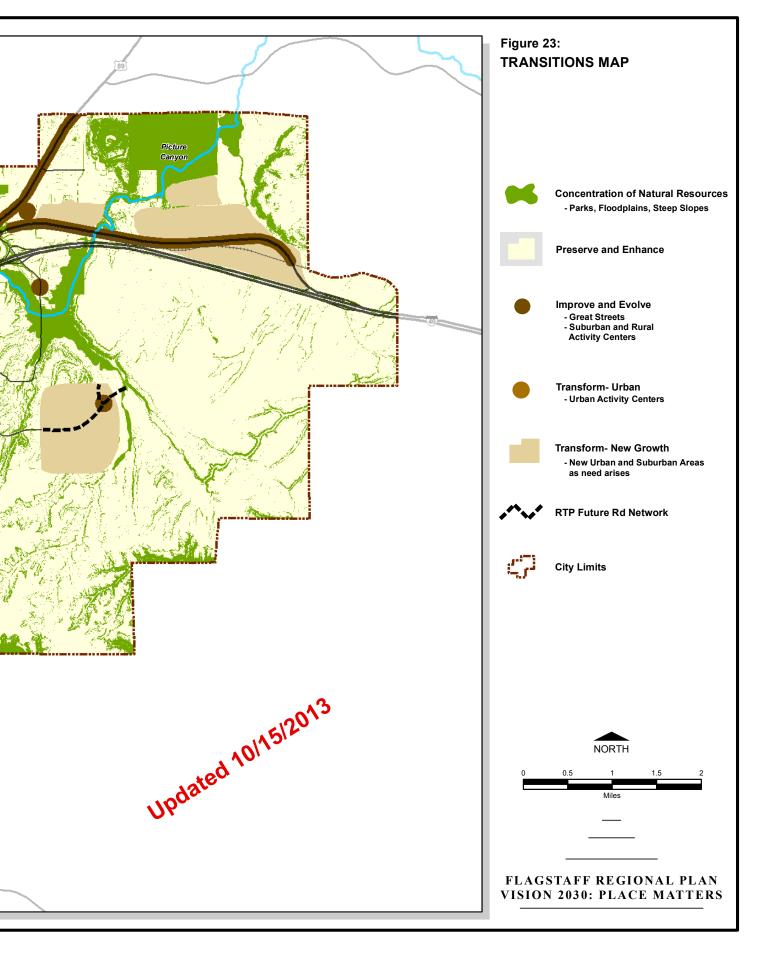
Source: www.urbanadvantage.com for NAIPTA

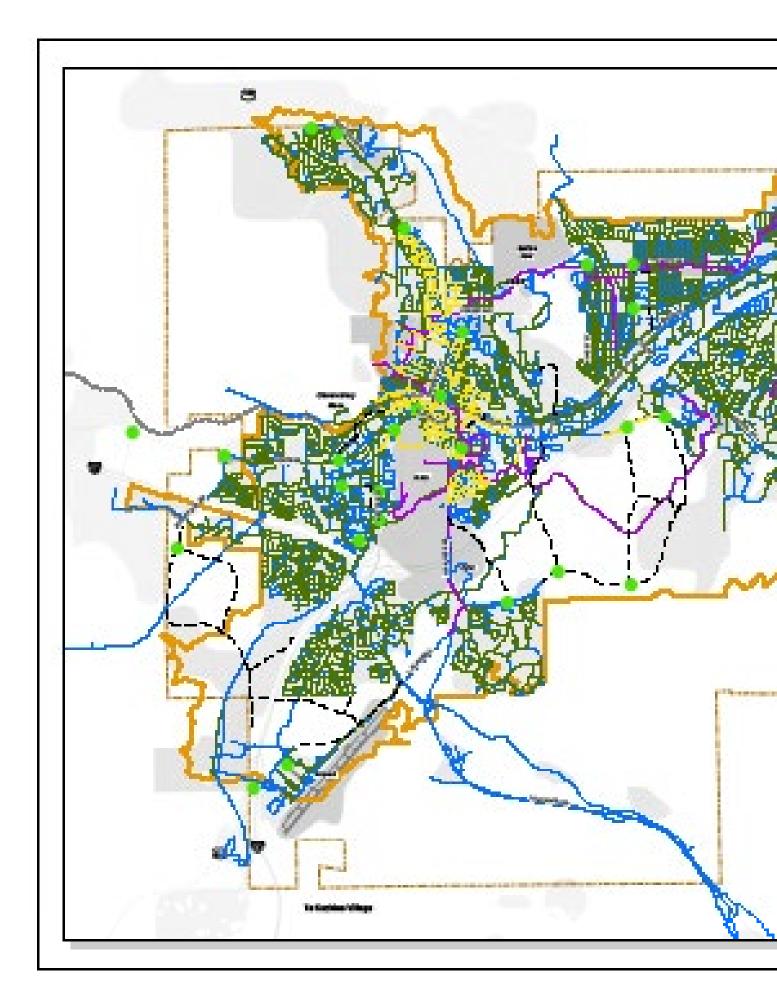
Development Master Plan - A

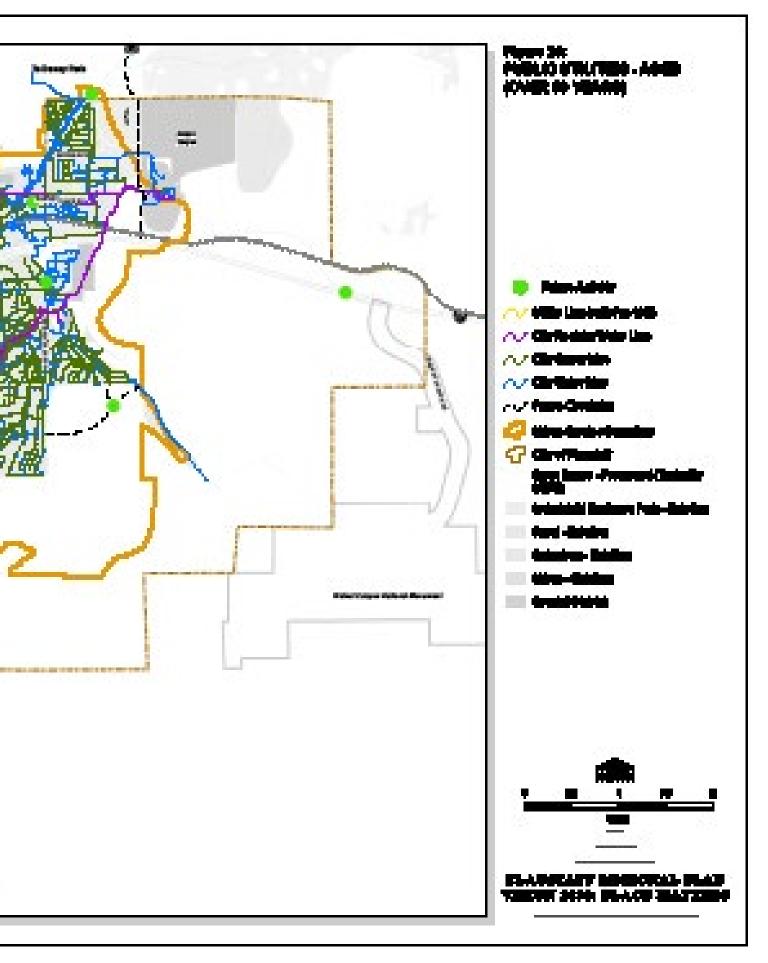
comprehensive conceptual plan for the development of a large or complicated land area, the platting of which is expected in progressive steps as required by Title 11 (Subdivisions)

Corridor Plan – Can be developed by the public or private sector and can be an Illustrative or a Specific Plan.









Sawmill at Aspen Place





before



after

Lumberyard Brewery

Photos by: Winnie Hansetl



before



after

Barnet Dulanev Perkins Eve Surgical Center

Photos by: City of Flagstaff



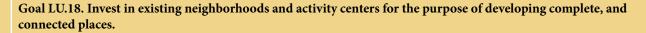
before



after

Some revitilization projects in the urban and suburban content to learn from are: Sawmill at Aspen Place, a 40-acre commercial infill and Brownfield Redevelopment Project; the Lumberyard Brewery adaptive reuse and historic preservation; and the Barnet Dulaney Perkins Eye Surgical Center Redevelopment on Switzer Canyon Drive.

REINVESTMENT GOALS AND POLICIES





Policy LU.18.1. Plan for and support reinvestment within the existing city centers and neighborhoods for increased employment and quality of life.

Policy LU.18.2. Develop reinvestment plans with neighborhood input, identifying the center, mix of uses, connectivity patterns, public spaces, and appropriate spaces for people to live, work, and play.

Policy LU.18.3. Promote reinvestment at the neighborhood scale to include infill of vacant parcels, redevelopment of underutilized properties, aesthetic improvements to public spaces, remodeling of existing buildings and streetscapes, maintaining selected appropriate open space, and programs for the benefit and improvement of the local residents.

Policy LU 18.4. Attract private investment by reinvesting in transportation infrastructure improvements as well as public utilities infrastructure for desired development size.

Policy LU.18.5. Maintain and upgrade existing infrastructure and invest in infrastructure to make redevelopment and infill an attractive and more financially viable development option.

Policy LU.18.6. Establish greater flexibility in development standards and processes to assist developers in overcoming challenges posed by redevelopment and infill sites.

Policy LU.18.7. Consider creative policy and planning tools (such as transfer of develop rights or transfer of development obligations) as a means to incentivize redevelopment and infill.

Policy LU.18.8. Encourage and invest in voluntary land assemblage in an effort to create better utilization and opportunities for development.

Policy LU.18.9. Provide public education regarding the sustainability and beneficial economics of redevelopment and infill.

Policy LU.18.10. Consider adaptive reuse possibilities when new big box developments are proposed.

Greenfield Development

While suburban retrofits, urban infill and activity center redevelopment projects take precendence, greenfield development is still an option. The relevant goal and policies apply to state land parcels identified for development in the Growth Illustration Map as well as larger, vacant tracts of private land, much of it south of I-40 between Woody Mountain Road and Fourth Street. Important opportunities for greenfield development may exist in the Bellemont area.

Flagstaff patterns of growth have been primarily subdivisions of single family houses. This form of development forces residents to travel by automobile for daily needs, and makes it difficult to stay within the same neighborhood when they need a different type or size of housing. This plan discourages development of this type and promotes a preferred pattern of development for new neighborhoods.

Outward expansion may be a demonstrated growth need in balance with infill redevelopment. State land parcels and privately owned tracts within the growth boundaries are excellent locations for such expansion.



Photo credit: City of Flagstaff

GREENFIELD DEVELOPMENT GOALS AND POLICIES

Goal LU.19. Develop Flagstaff's greenfields in accordance with the Regional Plan and within the growth boundary.

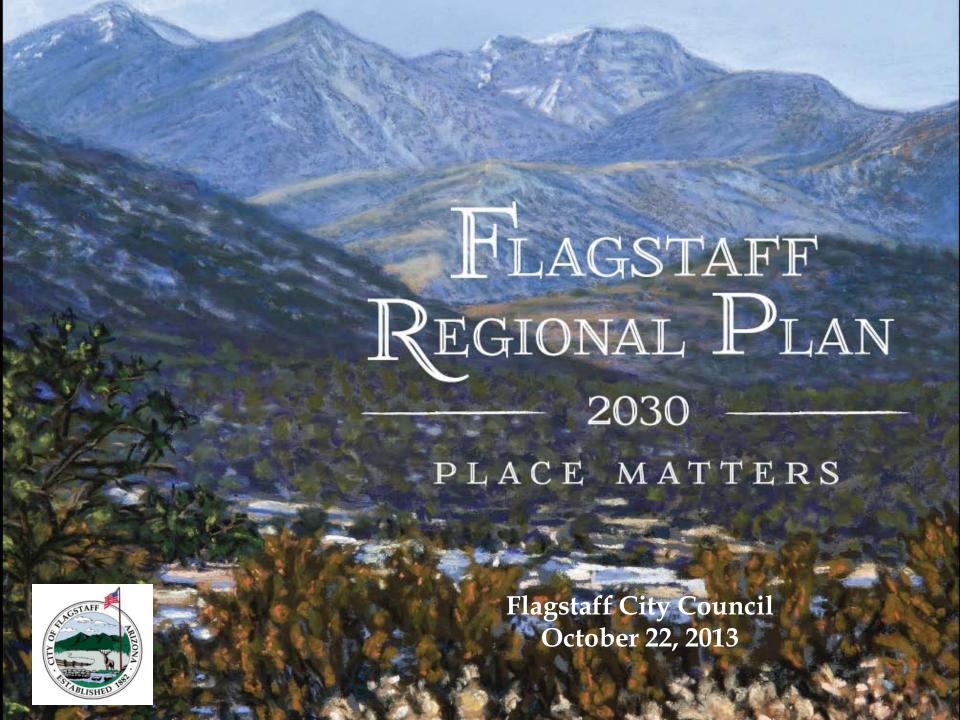
Policy LU.19.1. Design new neighborhoods to embody the characteristics of Flagstaff's favorite neighborhoods - that is, with a mix of uses, a variety of housing types and densities, public spaces, and greater connectivity with multimodal transportation options.

Policy LU.19.2. Design new development to coordinate with existing and future development, in an effort to preserve viewsheds, strengthen connectivity, and establish compatible and mutually supportive land uses.

Policy LU.19.3. New development should protect cultural and natural resources and established wildlife corridors, where appropriate.

Policy LU.19.4. Utilize Low Impact Development strategies and stormwater best practices as part of the overall design for new development.

Policy LU.19.5. Plan greenfield development within the rural context to encourage formal subdivisions with shared infrastructure instead of wildcat development, and to protect open spaces, and access to public lands.



Regional Plan Elements



Regional Plan Elements

17 required elements:

- Land Use
- Circulation
- Open Space
- Growth Areas
- Environmental Planning
- Cost of Development
- Water Resources
- Recreation
- Safety
- Public Facilities and Services
- *Energy
- * Conservation
- *Public Buildings
- *Housing
- *Bicycle
- *Urban Conservation, Rehabilitation and Redevelopment
- *Neighborhood Preservation and Revitalization

5 optional elements:

- Community Character and Design
- Natural/Cultural Resources Planning
- Economic Development
- *Historic Preservation
- *Social







^{*} new items as added by ARS

Chapter IX. Land Use & Growth Areas



Public Comments gathered:

- 1. REGIONAL PLAN OPEN HOUSES Public Open Houses, focusing on Land Use, Growth Areas, Circulation and Bicycles:
 - 1. 5/28/09 Aquaplex
 - 2. 5/29/09 City Hall
- 2. Regional Plan Focus Group Land Use, Growth Areas, Circulation & Bicycles Aquaplex, Community Meeting Room 1:30 to 4:30 p.m.
- 3. Review of 2001 policies Land Use / Growth Areas
 - Sustainability Cabinet
 - Tourism Commission
 - Traffic Commission
 - Pedestrian Advisory Committee
 - Parks & Recreation Commission
 - Open Space Commission
 - Neighborhood Groups
 - Chamber / NABA / Realtors

- Planning & Zoning Commission
- Beautification and Public Art Commission
- Historic Preservation Commission
- Bicycle Advisory Committee
- Airport Commission



Arizona State Statute requires a land use chapter in general plans to address:

- General distribution, location and extent of uses of land for housing, business, industry, agriculture, etc.
- Ranges of population density and building intensity recommended for various land use categories
- Specific policies to promote infill or compact form development and locations where that should be encouraged.
- Consider air quality and solar access for all categories

Chapter IX. Land Use & Growth Areas

Inside this Chapter:	
EXISTING LAND SUPPLY	
Exisiting Land Ownership Map #16	<i>IX-9</i>
Development Potential of Vacant Parcels Map #18	IX-13
Future Growth Illustration - FMPO Scale #19	IX-15
Future Growth Illustration - City Scale #20	IX-17
AREA TYPES	
Urban	IX-22
Suburban	IX-33
Rural	IX-39
Employment	IX-46
Special Planning Areas	IX-48
PLACE TYPES	
Activity Centers & Corrdiors	IX-49
Actitivty Centers & Corridor Map #22	IX-51
Neighborhoods	IX-56
GROWTH	
Reinvestment Areas	IX-57
Transitions Map #23	IX-59
Public Utilities & Activity Centers Map #24	IX-61
	IX-65

Chapter IX. Land Use & Growth Areas



The Land Use and Growth component of the Flagstaff Regional Plan is a community vision of how land use in the region should occur for the next 20 years. It also sets the legal framework for more specific planning and guiding zoning regulations. It is important to recognize that this is a diverse community that demands land use options while recognizing private property rights.

Our Vision for the Future

In 2030, our community continues to grow in a smart and connected way, as compact development makes investments in efficient infrastructure, alternative travel modes, and image. The land use decisions made in the region promote a healthy lifestyle and quality of life desired by many.

Chapter IX. Land Use & Growth Areas



Context of Land Uses

Flagstaff's historical pattern of land uses was driven by the early economics of the railroad, sawmills, the university, and ranching. New development needs to be contextually sensitive to fulfill the Flagstaff Regional Plan's guiding principles and provide lifestyle choices for the community.

Within each area type are groups of place types – all working together to complete and connect homes with jobs, school, activities, and shopping. The community vision is to focus infrastructure investments where they will have the most impact – in reinvestment areas of activity centers and corridors, as well as preservation of existing neighborhoods, and to make walking and bicycling from and to all place types an opportunity for residents and visitors. This chapter covers land designations for future growth patterns, and the Future Growth Illustrations (Maps #19 and #20) identifies the area types of urban, suburban, and rural character. It is expected that more detailed plans, activity center and civic spaces specific plans, public facility planning, and neighborhood plans will define the context and particulars for development, reinvestment, and conservation in any given specific vicinity.





AREA TYPES

Urban

Suburban

Rural

Employment

Special Planning Areas

PLACE TYPES

Activity Centers

Corridors

Neighborhoods

Chapter IX. Land Use & Growth Areas

Flagstaff Regional Plan

Potential Growth based upon different Place Types:





RURAL NEIGHBORHOODS/ MOUNTAIN ESTATES (RN/ME) –
Predominantly single-family housing on the urban fringe. Livestock and horses are permitted and they are typically abutting National Forest lands. Most of the natural features are retained and public services are not required such as water and sewer. There are no industrial uses present in this Place Type and limited commercial activity is present as a result of the limited population density.





SUBURBAN NEIGHBORHOODS (SN) – Predominant housing type is single-family home; however there are areas of mixed housing type such as duplexes, townhomes, low-rise apartments, and manufactured homes. Neighborhood shopping and services are present along with religious and education institutions, such as churches and schools. Typical City services are available such as water, sewer service, and recreation facilities.





URBAN NEIGHBORHOODS (UN) – Consists of small block, mixed-use, walkable neighborhoods with housing types that include townhomes and apartments/condominiums. Neighborhood shopping and services are present along with religious and educational institutions, such as churches and schools. Typical City services are available such as water, sewer service, and recreation facilities.



INDUSTRIAL BUSINESS INSTITUTIONAL PARK – This Place Type involves a variety of work places that include light industrial, research and development, offices, institutions, secondary processing of materials, finished product assembly, transportation, and wholesale/warehouse. This Place Type can also have heavy industrial which includes hazardous uses which can be offensive or unsightly.



Within the region, five **AREA TYPEs** which describe the character of development:

Urban

Suburban

Rural

Employment

Special Planning Areas

Chapter IX. Land Use & Growth Areas



Urban



Suburban



Rural





Employment

Chapter IX. Land Use & Growth Areas



Business Park





Special Planning Areas



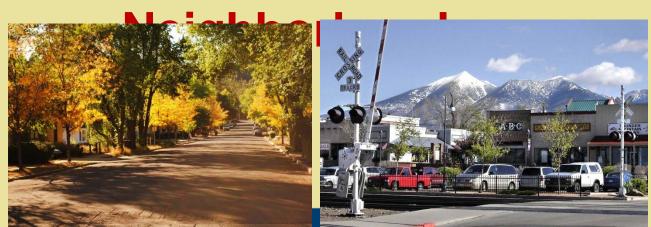


Northern Arizona University, Flagstaff Medical Center Campus, Lowell Observatory Campus, Museum of Northern Arizona, Flagstaff Pulliam Airport, U.S. Geological Survey – *campus planning for future needs*.



Within an **AREA TYPE** context of Urban, Suburban, Rural, Employment, or Special Planning Area – there are **PLACE TYPES**:

Activity Centers Corridors





Flagstaff Regional Plan





Activity Centers



Suburban Activity Center

FLAGSTAFF REGIONAL PLAN 2030 ——— PLACE MATTERS

Urban Corridors



Corridors



Suburban Corridors



Neighborhoods





Urban Neighborhoods





Suburban Neighborhoods

Rural Neighborhoods

Land Use Types

Existing RP (2001) RP 2030 (2014)

Rural / Agriculture Urban Area Type

Very Low Density Residential Suburban Area Type

Medium Density Residential Rural Area Type

High Density Residential Employment Area Type

Mixed Use Special Planning Areas

Commercial Neighborhood

Commercial Regional

Office/Business Park - Light Industrial

Industrial Light/Medium

Industrial Heavy

Institutional

Parks

Urban Open Space

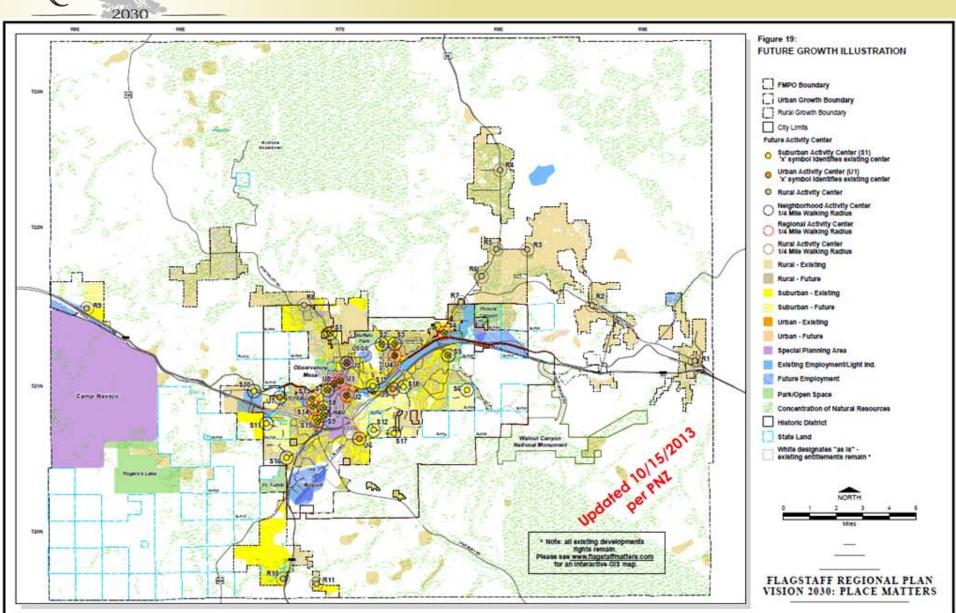
Rural Open Space

Golf Course

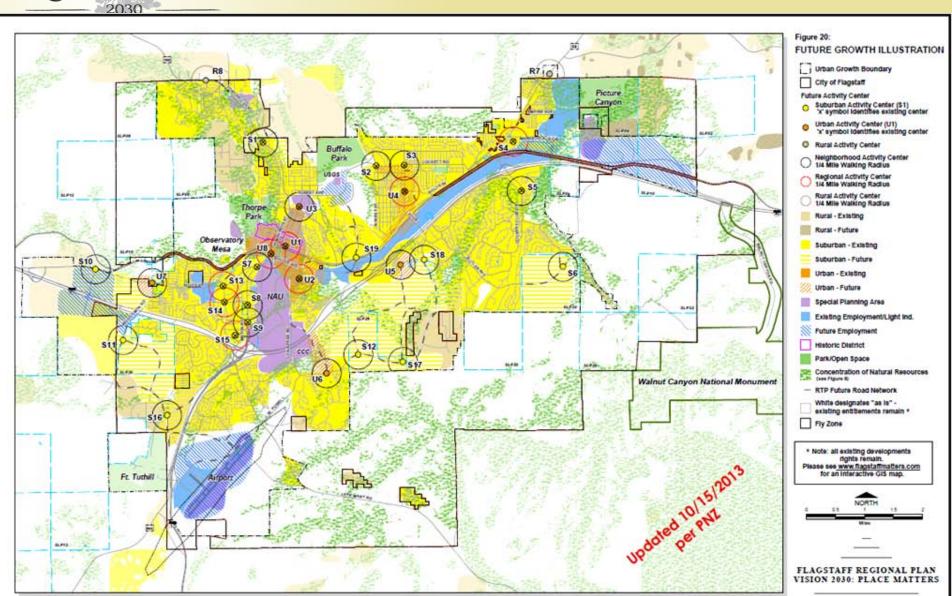
$\mathbb{R}^{\mathbb{I}}$ Land Use -Organization of Area Types / Place Types / Growth

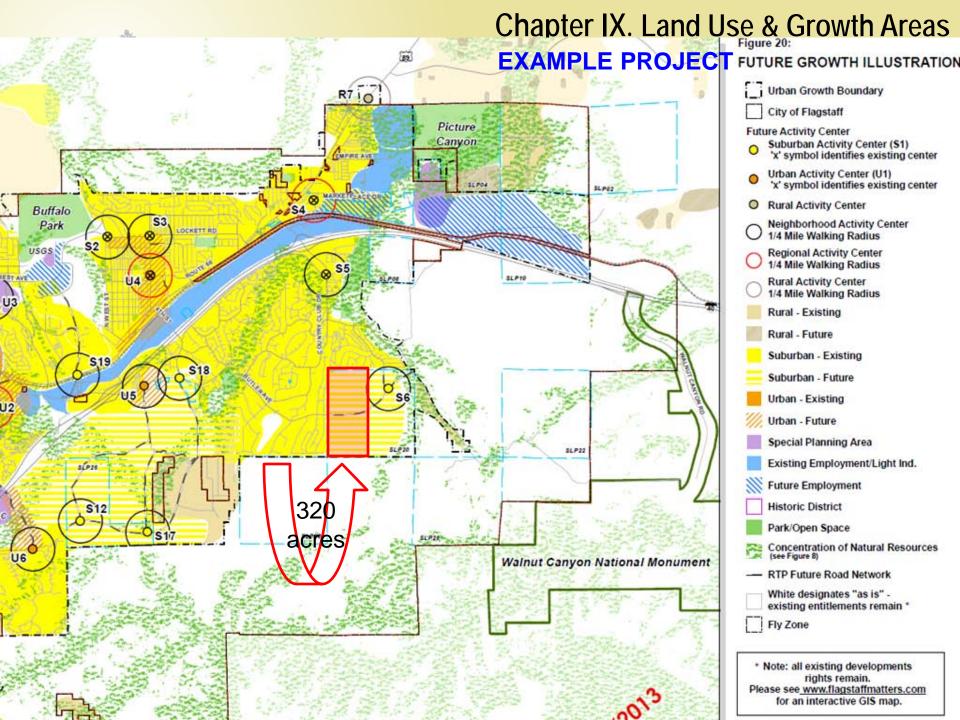
Urganization of Area Types / Place Types / Growth		
	RP 2030 (2014)	
	Urban Area Type	
	Suburban Area Type	
	Rural Area Type	
	Employment Area Type	
	Special Planning Areas	
	Each Area Type has these PLACE TYPES:	
	Activity Centers	
	Corridors	
	Neighborhoods	
	Growth Focus:	
	Activity Centers, Corridors, Neighborhoods	
	Reinvestment	
	Greenfield Development	











Chapter IX. Land Use & Growth Areas **EXAMPLE PROJECT**

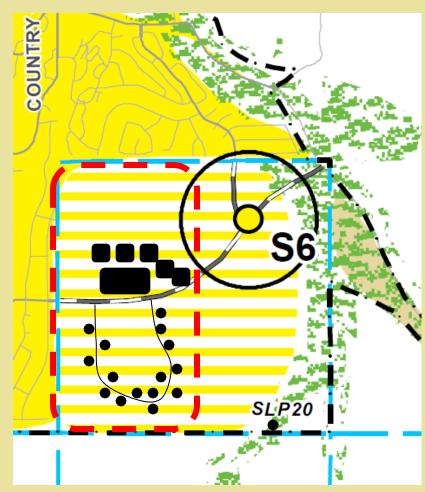


EXAMPLE ASSUMPTIONS:

- 320 ACRES of State Land Parcel 20.
- Land use "Future Suburban".
- Map to Suburban Character Table,
 Graphic, descriptions and policies.

DEVELOPER PROPOSAL:

- Extend Butler to Old Walnut Canyon
- Build a commercial mixed-use center
 on the extended Butler with some
 multi-family north of Butler, and singlefamily south of Butler.



Chapter IX. Land Use & Growth Areas **EXAMPLE PROJECT**

ity Center

Low-rise Apartments

Flagstaff Regional Plan

2030 -

PLACE MATTER

AREA TYPES

Illustration of Suburban Character







Institutional

Employment

Photos by: City Staff

Suburban neighborhood pattern with connected streets Suburban neighborhood shared open space / parks



Townhomes & Single-family homes

BUILT ENVIRONMENT | Land Use

23

SUBURBAN NEIGHBORHOOD CHARACTERISTICS

Suburban areas have medium to low densities of people, residences, jobs and activities; the streets and sidewalks vary in pattern; the area is drivable to access homes and jobs, yet walkable by special pedestrian facilities like the Flagstaff Urban Trail System (FUTS); some services and goods are available to the residents; the area may have access to public transportation.

vices and goods are	avanane to the residents; the area may have access to public transportation.			
*Symbol from Futue	Existing Suburban e Growth Illustration #20 Future Suburban *Symbol from Future Growth Illustration #20			
Desired Pattern Well-connected neighborhoods, designed around an Activity Center.				
Block Stze				
Density Range	Residential lots 2 to 10 units/acre. Increased density is preferred within pedestrian shed of 6 units/acre +. For a change of density range, a specific plan or development master plan must be developed for the pedestrian shed. Residential Mixed-Use: 6 units/acre+			
Intensity Floor area ratios (FARs) of 0.2 and above. Suburban commercial, offices space, medical facilities, and institutional in commercial core of an activity center.				
Air Quality	Air Quality Consider long-term impacts to air quality by proposed development, see page IV-10.			
Solar Access	Solar Access Consider solar access for all development, allowing passive and active solar collection.			
Residential	Quiet restdential neighborhoods, consisting of single-family homes, located toward the periphery of developed areas of the city. In or near activity centers, a mix of single-family homes, duplexes, townhouses, and low-rise apartments would also be suitable. This classification may also include such supporting land uses as parks and recreation areas, religious institutions, and schools. A full range of services and infrastructure is required, including public transit and bike trails.			
Commercial	Commercial development in suburban neighborhoods is minimal, such as home-based businesses and childcare. Refer to Suburban Activity Centers table for more commercial development options			
Public/Institu- tional	Uses like schools and churches make a central and well-connected neighborhood. Refer to Illustration of Suburban Character on pg. IX-35.			
Employment – Research and Development Industrial	See Suburban Activity Centers – Research and development parks, business parks, and associated services within suburban context and contextual with surrounding neighborhoods, campus settings, or within mixed-use development preferred within the pedestrian shed or "employment" locations. Light industrial within "employment" locations only.			
Parks	Suburban parks and recreation facilities are either publicly or privately owned and allow both active and passive activities, as well as special use functions like recreation centers, golf courses, and swimming pools. This category is inclusive of neighborhood parks, community parks, conservation parks and special purpose facilities. Future park development is contingent upon the densit and intensity of proposed development. Refer to Chapter XV-Recreation and the City of Flagstaff and Cocontno County Parks & Recreation Master Plans.			
Open Space Public Space	Suburban open space areas are for public or private use. Open spaces include natural areas, greenways, trails, streetscapes, waterways, cemeteries, drainage ways, floodplains, corridors, wildlife refuges, wetlands, riparian areas, and preserves. They are used for passive recreation such as hiking, picnicking, bicycling, horseback riding, and fishing. Open space areas also may be preserved or restored for their aesthetic value, scenic areas and vistas, ecological value, archeological and historical significance, and wildlife habitat. Refer to Chapter IV - Environmental Planning and Chapter V - Open Space			
Conservation	Refer to the Natural Resources maps in Chapter IV - Environmental Planning and Conservation.			
Agriculture	Food production – yard gardens, community gardens, fruit trees, greenhouses and conservatories, animal husbandry.			
Special Districts	Airport Business Park – Specific Plan needed Flagstaff Cultural Center – Specific Plan needed			

Coconino Community College campus

Innovation Mesa Canyon del Rio

Master Plans

Chapter IX. Land Use & Growth Areas **EXAMPLE PROJECT**

TABLE GUIDELINES:

Suburban Character Table - p. IX-33:

- 2-10 units per acre
- FAR of 0.2 and greater
- Commercial in activity centers / corridors
- Residential, parks, open space, agriculture, etc. all encouraged.

FLAGSTAFF REGIONAL PLAN 2030 ——

Chapter IX. Land Use & Growth Areas EXAMPLE PROJECT

POLICY REVIEW:

- Applicable to All Land Use Goals/Policies
- Suburban Land Use Goals/Policies
- Activity Center Goals/Policies
- All other Goals/Policies Natural Environment, Open Space, Water, etc.

APPLICABLE TO ALL LAND USES - GOALS AND POLICIES

Goal LU.1. Continue to enhance the region's unique sense of place within the urban, suburban, and rural context.

Goal LU.2. Balance housing and employment land uses with the preservation and protection of our unique natural and cultural setting.



Chapter IX. Land Use & Growth Areas EXAMPLE PROJECT

STAFF RECOMMENDATION:

- Design the project to "protect the surrounding neighborhoods"
- Commercial with multi-family in an Activity Center or along a Corridor
- To add a new Activity Center or Corridor Major Plan Amendment
- If the developer would use the EAST side of State Land Parcel 20 it is planned for an activity center – no amendment necessary.
- Activity Centers are based upon intersections and efficient infrastructure
- Single-family development appropriate



APPLICABLE TO ALL LAND USES - GOALS AND POLICIES

PLAC

Goal LU.1. Continue to enhance the region's unique sense of place within the urban, suburban, and rural context.

Policy LU.1.1. Within the urban, suburban, and rural context, use neighborhoods, activity centers, corridors, public spaces, and connectivity as the structural framework for development.

Policy LU.1.2. Coordinate land use, master planning, and recreational uses, when feasible, with local, state, and federal land management agencies and tribal land owners.

Policy LU.1.3. Protect sensitive cultural and environmental resources with appropriate land uses and buffers.

Policy LU.1.4. Promote transitions between urban, suburban, and rural areas with appropriate change in development intensity, connectivity, and open space.

Note: The Community Character and Economic Development chapters of this plan include further policies regarding Flagstaff's unique sense of place. Also refer to the Neighborhoods, Housing, and Urban Conservation chapter for existing neighborhoods policies.

Policy LU.1.5. Allow and encourage urban agriculture including home gardens, community gardens, urban farms, chickens, greenhouses, on-site sales of produce, and farmer's markets within urban, suburban, and rural contexts and in selected open space parcels.

Goal LU.2. Balance housing and employment land uses with the preservation and protection of our unique natural and cultural setting.

Policy LU.2.1. Develop neighborhood plans, specific plans, area plans, and master plans for all neighborhoods, activity centers, corridors, and gateways.

Policy LU.2.2. Utilize the following as guidance in the development process: Natural Environment maps, Environmental Planning and Conservation policies, Considerations for Development, Cultural Sensitivity, and Historical Preservation maps, and Community Character policies, while respecting private property rights.

HI ACCTAFE

Goal LU.3. Apply compact development principles to achieve efficiencies and open space preservation.

Note: For more information, refer to "Tools for Conservation" in the Open Space chapter.

Policy LU.3.1. Confine development patterns to the designated growth boundaries to sustain efficient infrastructure projects and maintenance.

Policy LU.3.2. Promote infill development over peripheral expansion to conserve environmental resources, spur economic investments, and reduce the cost of providing infrastructure and services.

Policy LU.3.3. Promote compact development appropriate to and within the context of each area type: urban, suburban, and rural.

Policy LU.3.4. Plan for and promote compact commercial development as activity centers with mixed uses, allowing for efficient multi-modal transit options and infrastructure.

Policy LU.3.5. Encourage the distribution of density within neighborhoods to relate to the access of associated activity centers and corridors, infrastructure, transportation, and natural constraints like slopes and drainages.

Policy LU.3.6. Place institutional and public buildings centrally within a compact neighborhood to promote walkability and multi-use recreation spaces.

Policy LU.3.7. Require any Forest Service land trades within the planning area to be consistent with the Regional Plan.

Goal LU.4. Provide for a mix of land uses.

Policy LU.4.1. Consider a variety of housing types and employment options when planning new development and redevelopment projects.

Policy LU.4.2. Consider commercial core areas, corridors, activity centers, employment centers, research and development parks, special planning areas, and industrial uses as appropriate place types and area types for employment opportunities.

Policy LU.4.3. Provide for new mixed-use neighborhoods in appropriate locations within the growth boundary.

Policy LU.4.4. Provide appropriate recreational and cultural amenities to meet the needs of residents.



Goal LU.5. Provide for public services and infrastructure.

Policy LU.5.1. Concentrate urban development in locations that use land efficiently, and are served by roads, water, sewer, and other public facilities and services; support transit, reduce vehicle trips, and conserve energy and water.

Policy LU.5.2. Require unincorporated properties to be annexed prior to the provision of city services, or that a pre-annexation agreement is executed when deemed appropriate.

Policy LU.5.3. Require development proposals to address availability of adequate public services.

Goal LU.6. Balance future growth with available water resources.

Note: Refer to Water Resources Goals & Policies.

Policy LU.6.1. Available water resources should be a consideration for all major development and subdivision applications.

Policy LU.6.2. Impacts on the city's water delivery infrastructure should be a consideration for all residential and nonresidential development proposals.

URBAN AREAS GOALS AND POLICIES

Goal LU.7. Focus investments, partnerships, regulations, and incentives on developing or redeveloping central urban areas.

Policy LU.7.1. Invest in urban areas.

Goal LU.8. Increase the proportion of urban neighborhoods to achieve walkable, compact growth.

Policy LU.8.1. Prioritize connectivity within all urban neighborhoods and activity centers.

Policy LU.8.2. Support on-street parking, shared lots, and parking structures.

Policy LU.8.3. Value the traditional neighborhoods established around downtown by maintaining and improving their highly walkable character, transit accessibility, diverse mix of land uses, and historic building form.

Policy LU.8.4. Develop specific plans for each urban neighborhood and activity center to foster desired scale and form.

Policy LU.8.5. Consider vacant and underutilized parcels within the City's existing urban neighborhoods as excellent locations for contextual redevelopment that adds housing, shopping, employment, entertainment, and recreational options for nearby residents and transit patrons.

Policy LU.8.6. Encourage residential spaces located above and behind commercial within urban centers as well as a variety of housing types in the urban context.

Policy LU.8.7. Commercial and office uses within mixed-use development will occupy the first floor of multistory buildings.

Policy LU.8.8. Invest in infrastructure and right-of-way enhancements as an incentive for private investment in urban neighborhoods and activity centers.

Policy LU.8.9. Include institutional uses, including schools, within the urban context.

Policy LU.8.10. Civic spaces must be well designed, accessible, and central to the urban fabric.

FLAGSTAFF

DOWNTOWN GOALS AND POLICIES

Goal LU.9. Prioritize the continual reinvigoration of downtown Flagstaff, whose strategic location, walkable blocks, and historic buildings will continue to be a vibrant destination of culture, civics, and the arts.

Policy LU.9.1. All businesses and community services on the ground floor should be pedestrian accessible directly from a public space, such as a street, alley, square, plaza, or interior corridor.

Policy LU.9.2. Encourage new multi-story mixed-use buildings to have windows and doors facing the sidewalks.

Policy LU.9.3. Design new downtown buildings to have a majority of the total linear frontages of mixed-use and nonresidential building facades built to the sidewalk.

Policy LU.9.4. Encourage various housing types that appeal to a diverse range of ages and income.

Policy LU.9.5. Encourage adaptive re-use of historic structures for a variety of commercial spaces and housing options.

Policy LU.9.6. Strive for a wide variety of activities in downtown to create a healthy mix of housing, employment, shopping, cultural, and civic uses.

Policy LU.9.7. Include new and improved civic buildings and civic spaces into downtown redevelopment strategies.

Policy LU.9.8. Maintain and enhance Heritage Square and Wheeler Park as critical civic space for social gathering and community well-being.

Goal LU.10. Accommodate pedestrians, bicyclists, transit riders, and private cars to supplement downtown's status as the best-served and most accessible location in the region.

Note: For more information, refer to the Transit section of the Transportation chapter as well as related transit plans listed in Appendix A.

Policy LU.10.1. Invest in downtown's streets and sidewalks so that they remain Flagstaff's premiere public spaces.

Policy LU.10.2. Create a downtown parking strategy plan that continues to utilize and improve upon on-street parking, public parking lots and garages, and shared private parking spaces, with clear signage for wayfinding and to inform the public of all parking options.

Policy LU.10.3. Locate public and private parking facilities, lots, and garages carefully, screening parking from streets, squares, and plazas.

Policy LU.10.4. Incorporate liner buildings and larger mixed-use projects into parking facilities.

Policy LU.10.5. Maintain rear alleys for access to mid-block parking spaces to provide an out-of-sight location for utility equipment, and to allow the fronts of buildings to be free of driveways and parking garage entrances.

Policy LU.10.6. Revise parking regulations to encourage shared parking between various uses within existing structures.

Policy LU.10.7. Provide multiple routes and pathways for vehicular and pedestrian movement.

Policy LU.10.8. Provide for strong connections from the Flagstaff Medical Campus to the Northern Arizona University campus via pedestrian paths, bicycle connections, and transit service.

Policy LU.10.9. As defined in the FUTS Master Plan, include downtown trail access points, bicycle parking, and bicycle facilities.

Policy LU.10.10. Seek opportunities to improve ADA accessibility in downtown. Other related policies: Policy T.2.3 in the Transportation chapter.

SUBURBAN AREAS GOALS AND POLICIES

Goal LU.11. Increase the variety of housing options and expand opportunities for employment and neighborhood shopping within all suburban neighborhoods.

Policy LU.11.1. Prioritize connectivity for walking, biking, and driving within and between surrounding neighborhoods.

Policy LU.11.2. Consider public transit connections in suburban development.

Policy LU.11.3. Consider retro-fitting suburbs for walkability and mixed-use.

Policy LU.11.4. Plan suburban development to include a variety of housing options.

Policy LU.11.5. Encourage developers to consider at least one floor of apartments or offices over commercial development in commercial cores of mixed-use and activity centers and corridors.

Policy LU.11.6. Include a mix of uses and access to surrounding neighborhoods in new suburban commercial development.

Policy LU.11.7. Include employment opportunities in all suburban activity centers.

Policy LU.11.8. Locate civic spaces, parks, and institutional uses within neighborhood pedestrian sheds.

Policy LU.11.9. Use open space and FUTS trails to provide walking and biking links from residential uses to employment, shopping, schools, parks, and neighborwoods.

Policy LU.11.10. Protect wildlife corridors where appropriate.

RURAL AREAS GOALS AND POLICIES

Goal LU.12. Maintain the character of existing rural communities.

Policy LU.12.1. Maintain rural growth boundaries to balance while preserving the integrity of open spaces identified in the Greater Flagstaff Open Spaces and Greenways Plan and updates.

Policy LU.12.2. Promote the coordination of the Flagstaff Regional Plan, Coconino County Comprehensive Plan, and area plans that takes into account local conditions and preferences of area residents.

Policy LU.12.3. Require future development in the unincorporated county areas to be consistent with the goals, policies, and conservation guidelines of the Coconino County Comprehensive Plan and any applicable local area plans.

Policy LU.12.4. Connect rural neighborhoods using roads, trails (equestrian, foot, and bicycle), and public access to the National Forest.

Policy LU.12.5. Promote cluster development as an alternative development pattern in appropriate locations as a means of preserving rural resources and to minimize service and utility costs.

Policy LU.12.6. Plan for development outside of the rural growth boundary to be very low density and to have integrated conservation design.

Policy LU.12.7. Establish opportunities for rural activity centers in specifically designated county areas with a range of uses, sizes, and designs appropriate to the communities they serve.

Policy LU.12.8. Locate commercial uses in the county in specifically designated activity centers intended to serve as focal points and meet local needs for the community, while avoiding a strip commercial pattern of development along the region's major roadways.

Policy LU.12.9. Preserve the rural character, open spaces, wildlife corridors, and neighborwoods at the periphery or just outside of the planning area as defined by the FMPO boundary.



Employn

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EMPLOYMENT AREAS GOALS AND POLICIES

Goal LU.13. Plan for and encourage employee-intensive uses throughout the area as activity centers, corridors, research and development offices, business parks, and light industrial areas to encourage efficient infrastructure and multimodal commuting.

Policy LU.13.1. Encourage the grouping of medical and professional offices, light industrial, research, and skill training with other necessary workforce services and transportation options.

Policy LU.13.2. Consider the compatible integration of residential uses and proposed employment centers to reduce vehicle trips and commute times.

Policy LU.13.3. Incorporate neighborhood/support retail and other commercial uses, including childcare facilities, within new and renovated employment centers..

Policy LU.13.4. Accommodate safe and convenient walking, biking, and transit facilities in existing and proposed employment centers.

Policy LU.13.5. Provide an attractive, high-quality employee environment in new and renovated employment center design.

Goal LU.14. Establish heavy industrial areas that provide for the manufacturing of goods, flexible space, and intermodal facilities that are well maintained, attractive and compatible with adjoining nonindustrial uses.

Other related policies: Policy ED.3.9 in the Economic Development chapter.

Policy LU.14.1. Encourage the continued intensification, expansion, and protection of existing industrial, warehousing, and distribution uses from encroachment.

Policy LU.14.2. Ensure new industrial areas are compatible with surrounding areas.

Policy LU.14.3. Locate new industrial areas near the rail line or interstate, and ensure they are designed to be compatible with surrounding uses and gateway features.

Policy LU.14.4. Limit the impacts of truck traffic on residential areas.

Policy LU.14.5. Consider all health impacts on the community in the design of new industrial uses, such as wastewater treatment, traffic safety, noise, and other impacts.



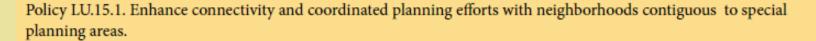
Special Planning Areas

Not all existing or proposed facilities and uses fall within the area types of urban, suburban or rural; and thus special planning areas may be described within the Flagstaff region. These include specific districts unique to the area:

- · Flagstaff Pulliam Airport
- Northern Arizona University
- Flagstaff Medical Center
- · Museum of Northern Arizona
- U.S. Geological Survey and Innovation Mesa
- Public and quasi-public uses requiring campus-like setting

SPECIAL PLANNING AREAS GOALS AND POLICIES

Goal LU.15. Protect, manage, and enhance the region's Special Planning Areas to benefit the whole community.







Activity Centers

Flagstaff has many existing activity centers (Map #22), which this plan identifies, along with a number of potential future activity centers. With a focus of investments and development to the urban core as a growth management strategy, activity centers are vital in producing the compact urban nodes necessary for efficient infrastructure, transit, walkability, job creation, and protection of our natural resources.

By promoting activity centers and mixeduse development in the Flagstaff region, the community will benefit from:



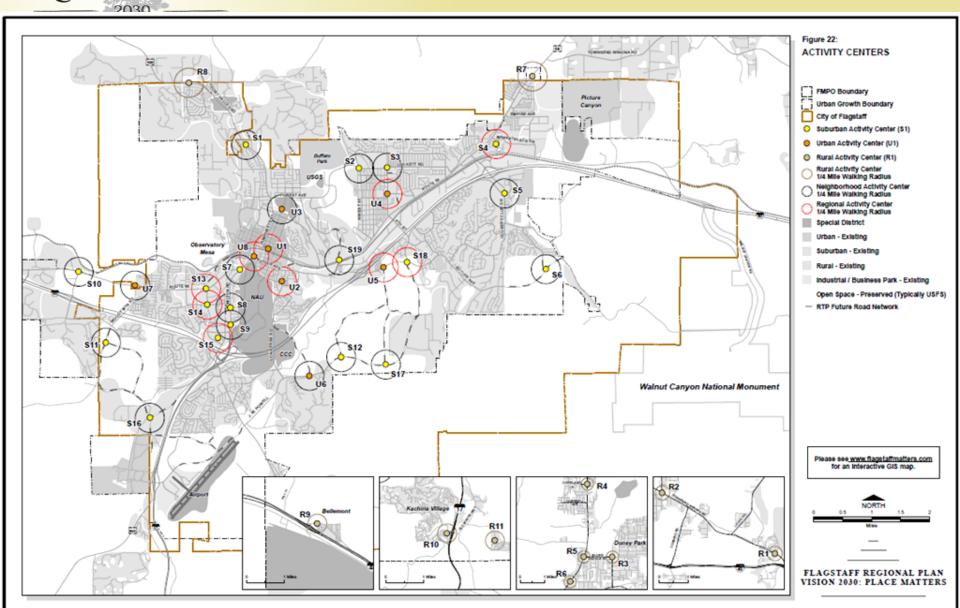
Why Compact Development?

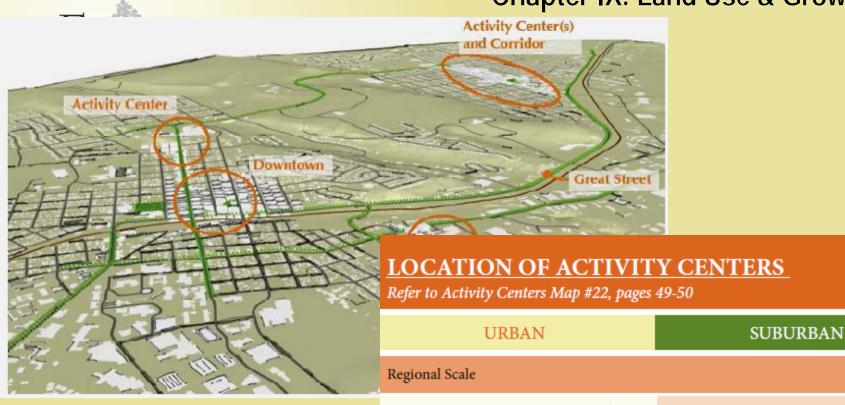
Successful compact development for the region features the following, respecting the Flagstaff region's scale and design traditions:

- Well connected access for pedestrians, bicyclists, cars, and transit
- Pedestrian-, bicycle-, and transitfriendly design
- Concentrations of population and/ or employment
- Medium to high densities appropriate to context
- Smaller housing choices on small lots and multi-family options with shared amenities
- · A mix of uses
- · Interconnected streets
- Innovative and flexible approaches to parking
- · Access and proximity to transit

Compact development can be built anywhere, and can be adapted to the urban, suburban and rural context. It encompasses residential and commercial development. Single-family houses, townhomes, apartments and live-work units all have a place in compact development. Employment centers are also important candidates for compact development.

Flagstaff Regional Plan





assemblage for redevelopment.

Regional Scale			
Downtown	U1	Flagstaff Mall	S4
Invest in appearance, cleanliness, etc. Busi- ness Improvement District		Work towards East Gateway Plan – Field Paoli (2001)	
Sawmill – Butler Ave / Lone Tree Rd	U2	Woodlands Village Blvd / Rt 66	S13
		Specific Plan or Development Masterplan	
Fourth Street - Fourth St / 6th Ave / 7th Ave	U4	Woodlands Village Blvd / Forest Meadows St	S14
Assess zoning needs; develop overlay district; address urban form and parking issues. Uti- lize Capital Improvement Program to upgrade infrastructure to desired density needs. Land		Specific Plan or Development Masterplan	

I Use & Growth Areas

Goal LU.16. Develop well designed activity centers and corridors with a variety of employment, business, shopping, civic engagement, cultural opportunities, and residential choices.

Policy LU.16.1. Design activity centers and corridors appropriate to and within the context of each area type: urban, suburban, or rural.

Policy LU.16.2. Strive for activity centers and corridors that are characterized by contextual and distinctive identities, derived from history, environmental features, a mix of uses, well-designed public spaces, parks, plazas, and high-quality design.

Policy LU.16.3. Redevelop underutilized properties, upgrade aging infrastructure, and enhance rights-of-way and public spaces so that existing activity centers and corridors can realize their full potential.

Note: Refer to Cost of Development Chapter XI, especially for the potential of public-private partnerships.

Policy LU.16.4. Encourage activity centers and corridors to provide housing of various types and price points, especially attached and multi-family housing.

Policy LU.16.5. Plan for and support pedestrian and transit-friendly activity centers and corridors.

Policy LU 16.6. Support increased densities within activity centers and corridors.

Policy LU.16.7. Concentrate commercial, retail, services, and mixed use within the activity center commercial core.

Policy LU.16.8. Increase residential densities, live-work units, and home occupations within the activity center's pedestrian shed.

Policy LU.16.9. Adopt traffic regulations to prioritize pedestrian-oriented design for all activity centers.

Policy LU.16.10. Plan activity centers and corridors appropriate to their respective regional or neighborhood scale.

Policy LU.16.11. Corridors should increase their variety and intensity of uses as they approach activity centers.

Policy LU.16.12. Land use policies pertaining to a designated corridor generally apply to a depth of one parcel or one and one-half blocks, whichever is greater.

Policy LU.16.13. Corridors should focus commercial development to the corridor frontage and residential to the back.

Policy LU.16.14. Promote higher density development in targeted areas where economically viable and desired by the public.

Policy LU.16.15. Endorse efficiency of infrastructure with compact development within targeted activity centers.

Policy LU.16.16. Actual pedestrian-shed boundaries will be established considering opportunities and constraints posed by natural and man-made barriers like terrain or the interstate, road networks, and existing development patterns.



Goal LU.17. Develop a manageable evolution of the main corridors into contextual place makers.

Policy LU.17.1. Develop a specific plan for each "Great Street" corridor.

Policy LU.17.2. Establish the context and regional or neighborhood scale of each corridor prior to design with special consideration for those intended to remain residential or natural in character.

Policy LU.17.3. Enhance the viewsheds and frame the view along the corridors through design.

Policy LU.17.5. Balance automobile use, parking, bicycle access, while prioritizing pedestrian safety along all corridors.

Note: Refer to the discussion of "Great Streets" in the Community Character chapter.



Reinvestment Areas

A community reinvests in an area through revitalization, redevelopment, infill, brownfield redevelopment, and historic preservation, all of which play a vital role in improving the quality of life for those living in and traveling to the City of Flagstaff and the region. Reinvestment promotes the resurgence of existing activity centers and walkable neighborhoods in areas suffering from the resistance of existing activity centers.

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Many of the region's existing areas need utility upgrades and improvements as incentives to attract reinvestment and development. As the private and public sectors continue to work together, parcel assemblage and infrastructure needs must be met to assist in enhanced revitalization projects. Map 24 shows public utilities in the Flagstaff region over 50 years

Reinvestment, redevelopment, and infill at the neighborhood scale relates to aesthetic treatment of the existing developed area. Examples of this include repairing what is already in place, remodeling, fixing-up and adding-on; addressing the need for neighborhood retail, bus stops, social spaces, green spaces, sidewalks, crosswalks, and public art, while preserving community integrity, character, safety, and livability. Refer to Transitions Map #23.

Example of Reinvestment in Stages:



Existing street



Same street with buried power lines

Chapter IX. Land Use & Growth Areas



Same street with public street improvements



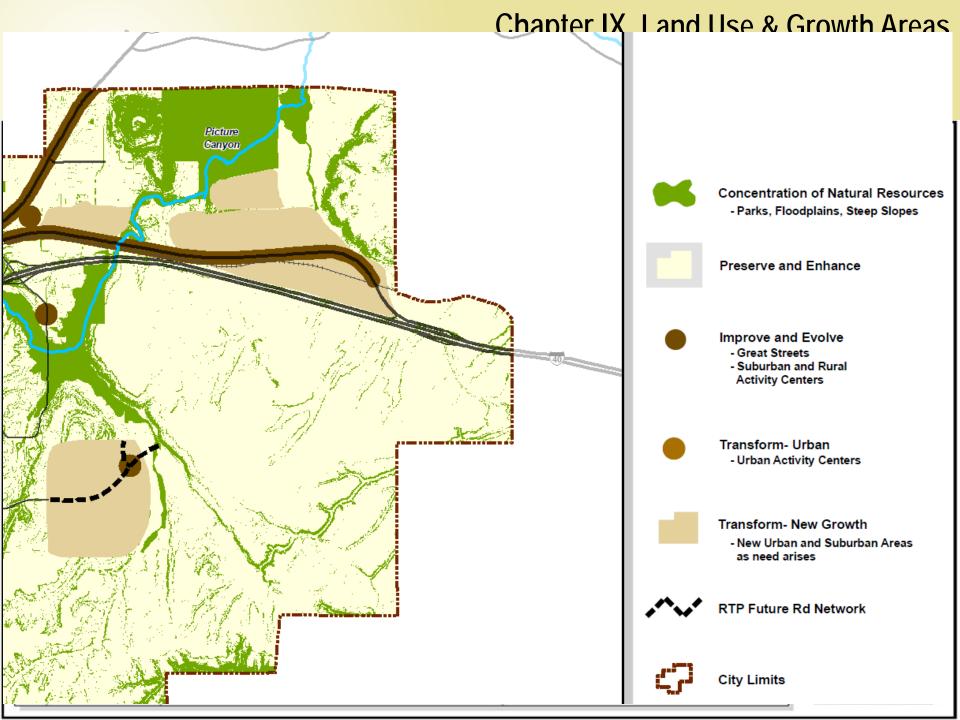
Same street with private development improvements

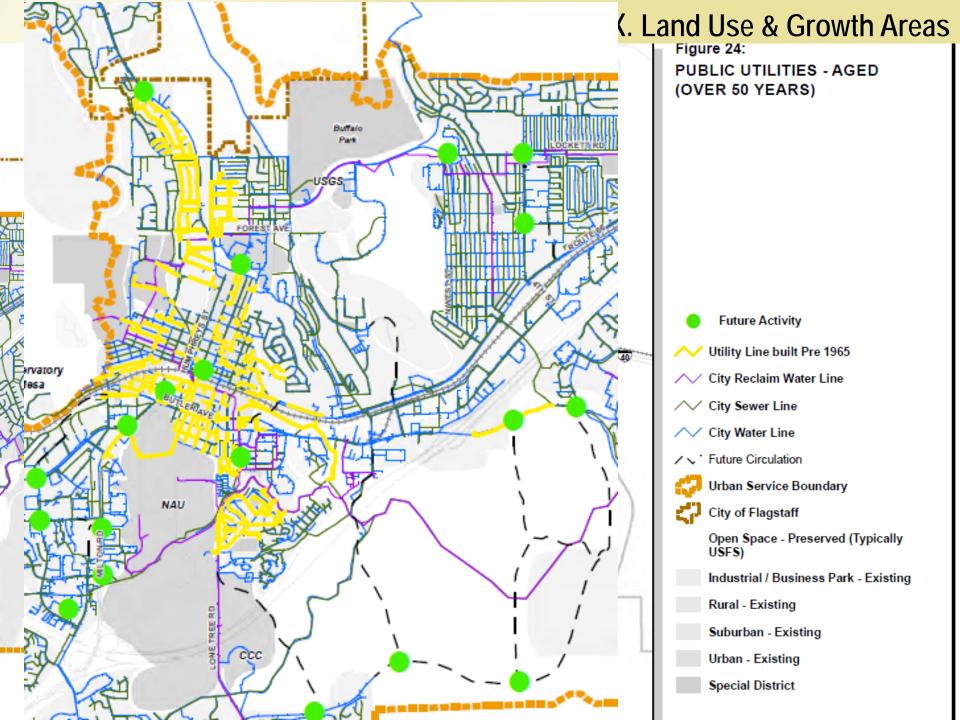
Source: www.urbanadvantage.com for NAIPTA

Revitalization Toolbox

There are many tools available for revitalization and redevelopment efforts, including but not limited to:

- Brownfield redevelopment projects
- Economic Development Strategic Plan (in conjunction with all regional economic development partners)
- Government Property Lease Excise Tax (GPLET)
- Industrial incentives (Industrial Development Authority)
- Infill Incentive Districts (Arizona Revised Statutes Section 9-499.10)
- Infrastructure investment and construction - upgrades/ replacement program (Capital Improvement Program)
- Land acquisition/land bank/ preparation
- Neighborhood economic development strategies
- Public/private partnerships
- Special districts (taxing or assessment)
- Transfer of development rights/ transfer of obligation







REINVESTMENT GOALS AND POLICIES

Goal LU.18. Invest in existing neighborhoods and activity centers for the purpose of developing complete, and connected places.

Policy LU.18.1. Plan for and support reinvestment within the existing city centers and neighborhoods for increased employment and quality of life.

Policy LU.18.2. Develop reinvestment plans with neighborhood input, identifying the center, mix of uses, connectivity patterns, public spaces, and appropriate spaces for people to live, work, and play.

Policy LU.18.3. Promote reinvestment at the neighborhood scale to include infill of vacant parcels, redevelopment of underutilized properties, aesthetic improvements to public spaces, remodeling of existing buildings and streetscapes, maintaining selected appropriate open space, and programs for the benefit and improvement of the local residents.

Policy LU 18.4. Attract private investment by reinvesting in transportation infrastructure improvements as well as public utilities infrastructure for desired development size.

Policy LU.18.5. Maintain and upgrade existing infrastructure and invest in infrastructure to make redevelopment and infill an attractive and more financially viable development option.

Policy LU.18.6. Establish greater flexibility in development standards and processes to assist developers in overcoming challenges posed by redevelopment and infill sites.

Policy LU.18.7. Consider creative policy and planning tools (such as transfer of develop rights or transfer of development obligations) as a means to incentivize redevelopment and infill.

Policy LU.18.8. Encourage and invest in voluntary land assemblage in an effort to create better utilization and opportunities for development.

Policy LU.18.9. Provide public education regarding the sustainability and beneficial economics of redevelopment and infill.

Policy LU.18.10. Consider adaptive reuse possibilities when new big box developments are proposed.



Flagstaff Regional Plan – Public Meeting Schedule Forward 2013

October 22	Ch. X – Transportation and Ch. XI - Cost of Development
October 29	Ch. XIII Neighborhood, Housing, and Urban Conservation, and Ch. IX Land Use (moved)
November 5	Ch. XIV Economic Development
November 12	Ch. III – Implementation and Appendix D – Annual Report Template
November 18	Public Hearing #1 – Joint City/County meeting
December 3	Public Hearing #2 - City Council [6:00 p.m. 211 West Aspen Avenue]
December 3	Public Hearing #2 – County [3:00 p.m. in 219 E. Cherry];
December 6	City Council retreat – resolve Regional Plan parking lot list
December 17	Adoption & call for election
May 20, 2014	General Election – mail-in ballot for General Plan



www.flagstaffmatters.com

CITY OF FLAGSTAFF

To: The Honorable Mayor and Council

From: Karl Eberhard, Comm Design & Redevelopment Mgr

Date: 10/21/2013

Meeting Date: 10/29/2013



TITLE:

Community Reinvestment Policy - Part 2

DESIRED OUTCOME:

Direction on certain points identified in the attached white paper.

INFORMATION:

In response to the City Council's request for policy options that would promote redevelopment and infill (community reinvestment), on October 1, 2013 Community Design and Redevelopment Program staff presented a white paper (attached). The purpose of the presentation was to hear discussion and receive direction to be used in the preparation of final recommendations regarding community reinvestment policy options. The white paper poses thirteen questions - some of which are simply seeking concurrence to staff's proposed course of action; some are related to other policies and may have been discussed by the City Council previously; and others address policy ideas that may be expected in the final recommendations but that staff believes will not yield significant results. At that meeting, the item was tabled following the staff presentation and staff was directed to return at a later date for questions, discussion, and direction. This item is scheduled for that purpose.

Attachments: White Paper

City of Flagstaff

Community Reinvestment Policy Subsidiary Decision Points

August 2013

The following is a presentation of several different policy discussions that are each "Subsidiary Decisions Points" for a broader *future* presentation on policies related to redevelopment and infill in Flagstaff¹.

This is not a presentation of the broader redevelopment and infill policy ideas, though a working list of the ideas is attached for reference². On this list, the various ideas have been grouped into six general categories including community planning, physical constraints, regulatory requirements, process requirements, financial mechanisms, and a catch-all group, "other". Based on preliminary staff discussions, we have classified the various ideas as:

- Those that can be done more easily (short-term),
- Those that require more discussion and figuring out (long-term),
- Those that appear not so workable (bad ideas), and
- Those that have broader policy implications.

This last group, "those that have broader policy implications", is the subject of this presentation. These ideas warrant an advance discussion with the City Council to determine which ones staff should pursue further and which ones are simply not of interest to the City Council and thus do not merit further staff resources.

This presentation is divided into three basic groups. The first group includes items that are "stage setting" and for which we are seeking consensus on the presented approach. The second group includes items that truly have broader policy implications - those that are interconnected with other city policies. Notably, some of these have been discussed previously, but independently of their role as incentives for redevelopment and infill. The final group, "Items Getting Less Attention" addresses ideas that have a limited potential as meaningful redevelopment incentives, but since people may be expecting them to be addressed, they merit discussion and consensus.

¹ The City Council has previously directed staff to prepare specific policy ideas that would implement the Regional Plan - promoting redevelopment and infill. As with earlier in-progress presentations on this subject, the merit or purpose of promoting redevelopment and infill are not addressed herein. These are addressed in both the current and pending Regional Plan.

² This presentation addresses items in the column with yellow boxes. The future presentation with policy recommendations will address the remainder of the ideas portrayed – more accurately, those that survive more study of effectiveness and feasibility.

STAGE SETTING

SPECIAL DISTRICTS vs OVERARCHING POLICY

Arizona law provides for the creation of a number of types of special districts for redevelopment, infill, revitalization, and other purposes. For all of the available options that address redevelopment, there are two very notable limitations in creating such districts. The construction of these laws, as altered through the years, makes some districts difficult to create and/or once formed, some are less constructive than originally intended. For example, some require a declaration of "slum and blight". Public reaction to declarations like "slum and blight", particularly for the affected property owners, is very negative, and does not accurately describe what is desired for Flagstaff. Other district types require one hundred percent support from the stakeholders which is a difficult, if not impossible task. Also, most of these districts have very narrow purposes such that multiple districts would be necessary to achieve broad goals. Finally, as "districts", they have boundaries and are thus not "broad".

Our understanding is that the intent of the City Council is not to address a "slum and blight" area, or one subject or another, but rather to promote the various forms of new development that can occur in areas of the city that are already developed – those areas that are already largely served by existing infrastructure and services. Without drawing any tight boundaries, this might include several neighborhoods and corridors within the city, as well as many less known or less obvious opportunities.

Please note that in spite of this general observation, the use of districts should remain a tool for consideration by the City. If for example the City Council believed that providing parking relief in downtown was desirable, an Infill Incentive District³ would be a good tool because this district is easy to form, it does allow for relief of development requirements, and it does allow the Council to specify an area in which the relief would apply. If the City Council wished, this tool could also be used to limit the application of new incentives or policies to only commercial districts and corridors, or only to select commercial districts and corridors.

With this understanding, the difficulty of "districts" and the broader intent, we propose to focus our efforts on over-arching policies, goals, and actions.

If the City Council prefers instead to limit the forthcoming polices to specific districts, what districts would you like to see addressed?

³ This district can be used to offer expedited zoning or rezoning procedures, expedited processing of plans and proposals, waivers of municipal fees (with notable limitations), or relief from development standards.

Chandler Infill Incentive Program

The Flagstaff City Council has previously referenced the Chandler redevelopment and infill incentive programs as a model that Flagstaff may want to investigate. Both CD&R staff and Legal staff have reviewed their programs and CD&R staff briefly discussed them with Chandler's Economic Development Director. Please find following some information in that regard:

For residential projects the City of Chandler offers impact fee reimbursements for Energy Star and LEED certified projects. Waiving development impact fees is a very a useful and workable incentive. As a reinvestment incentive for Flagstaff, waiving development fees is addressed in the main body of this paper.

For commercial projects the City of Chandler offers a reimbursement for construction expenses "such as the demolition of existing commercial space and/or for providing the public infrastructure necessary to accommodate new uses on the site". The program is managed by the Economic Development Department and the exact nature of the reimbursement is negotiated during the development approval process. A 2009 case study project was paid 50% of the total construction expenses (\$650,000) for "façade improvements". Program changes in 2009 shifted the focus of the program to projects that redevelop all or a significant portion of an existing commercial center in order to introduce new and/or additional uses such as residential and/or office components.

The funding appears in their Capital Improvements Plan, general government, funded by the General Fund. The program has maintained a carry-forward (fund balance) of just under \$2.8M in the last three fiscal years and while the CIP has shown future funding at \$500,000 per year, the program has been unfunded after FY 2010-11.

The construction of the program, the legal basis, and the relief offered, resemble the Infill Incentive District described in ARS with some very notable differences. While the residential component of their program offers incentives straight out of ARS, it appears to be applicable anywhere in the City. It is really a broadly applied incentive and not a district.

The Infill Incentive District described in ARS does not allow for reimbursement of construction expenses as Chandler provides for commercial projects but they limit the application of these incentives to a specific district and to specific business types ("older existing retail centers"). Our research has not found any mechanism in ARS whereby a City can reimburse construction expenses in this way. The 2010 City North case stated that "cities can use incentives for economic development but have to show the city is getting a measurable, contracted benefit that at least equals the city's expenditure (sic)". With this in mind, using the 2009 case study project, the City of Chandler would have to realize a \$325,000 benefit to offset the expense.

COMMERCIAL vs OVERARCHING POLICY

Please note that little distinction has been included herein between policies that would benefit commercial or residential infill and redevelopment.

Does the City Council prefer that we focus our efforts on one or the other?

If "commercial only" is desired, would incentives include mixed-use development in a commercial zone? Would we want to define "mixed-use" – to specify a ratio of one use to the other (currently not defined)?

REINVESTMENT

Continuing with setting the stage, the term "redevelopment", in addition to having adverse social implications, is a term of art in the field of law. Use of the term can be mistaken to imply that there is some sort of "district" and thus that all of the connotations and limitations of districts are applicable. Furthermore, the term "redevelopment", when not being used as a legal term, includes other forms of development that we specifically want to include in our policies such as intensification, infill, adaptive re-use, historic preservation, and so forth. The term "reinvestment" is a synonym for the non-legal meaning of "redevelopment" and accurately describes what is desired for Flagstaff.

With this understanding, we propose to focus our efforts on "reinvestment" policies rather than "redevelopment and infill polices".

CREATING DIFFERENCES (CREATING OR CLOSING A GAP)

At present, and seemingly fair, all of the rules, requirements, and opportunities of our development environment are equally applied regardless of whether or not a particular project is a reinvestment or green field site. From that perspective, creating different rules for reinvestment opportunities seems unfair. However, reinvestment sites are already disadvantaged, having features such as being established parcels, being smaller, having existing development including infrastructure (typically aging), newly applied development standards, and many other factors. When reinvestment sites and green field sites are treated the same, many of these features become disadvantages, and the "equal application of rules" is in fact a difference in and of itself that causes developers to prefer green field development. From that perspective, creating different rules for reinvestment opportunities levels the playing field.

Regardless of the preferred perspective, if the goal is to cause a developer to choose reinvestment, we must create a difference (a gap) between the two in our development environment. And, while this gap can be accomplished by making reinvestment projects easier, or by making green field development harder, or any combination of the two, it is the difference that will make reinvestment attractive.

With this understanding, our efforts intentionally focus on creating differences (a gap) between green field and reinvestment opportunities and requirements.

PREREQUISITE POLICIES

CAPITAL PLANNING, CONSTRUCTION, and MAINTENANCE, and PRIORITIES

One of the biggest physical constraints of many reinvestment sites is the existing infrastructure. It seems backwards, but no infrastructure is actually better than inadequate infrastructure. "No infrastructure" is predictable – you know where the point of connection is. And, this situation usually occurs on larger sites with developers that fully expect to install infrastructure as part of their work. Inadequate infrastructure means not only an unpredictable tie-in point, but the cost of removing old infrastructure and the cost of working in a developed area is added to the infrastructure costs.

One way to address this is through building and maintaining infrastructure so that reinvestment opportunity sites are as "plug and play" as possible. Think of it like creating a business park where all the needed utilities are stubbed out at the back of the sidewalk, ready to go. And, this concept needs to include more than just water and sewer lines, or roads, it needs to include sidewalks, street lights, fire hydrants, trails, and all of the other urban amenities that Flagstaff currently expects of a completed project. "Soft" infrastructure like parks, libraries, police services, and similar amenities must also be included along with private infrastructure like electrical power, communications, and gas.

The City of Tucson recognizes the connection between infrastructure and redevelopment, stated as follows:

Perhaps the single most important issue that will ensure successful downtown redevelopment is the provision of adequate infrastructure to support future uses. *(sic)* Infrastructure investment must be targeted to projects that make Downtown "Development Ready". To solve this problem, the City of Tucson, Pima County, utility agencies and private sector representatives have jointly developed recommendations for infrastructure improvements. These recommendations identify the location and capacity of current infrastructure and provide a blueprint for improvements necessary to support downtown development over the next twenty years.

This is a strategy that we understand. At the site at the northeast corner of Route 66 and Enterprise (formerly owned by Laurie Nemic), the City of Flagstaff built the turn pockets and other frontage improvements. While not comprehensive, these improvements did serve to make the site more "plug and play".

The first aspect of achieving this "plug and play" state involves significant City investment in planning, capital improvements, and maintenance. The necessary planning has been previously discussed in terms of infrastructure master planning but needs to also include neighborhood and corridor planning. To understand the magnitude of these enterprises, consider that the concept planning for a re-vamp of Fourth Street, one mile of corridor, cost the City \$250,000 and proposes \$18M of work.

And, Fourth Street is a small fraction of our need. Requiring fifty percent plus one property owner agreement, Capital Improvement Districts can be an effective tool for financing capital improvements, particularly for specific projects or neighborhoods.

The second aspect involves prioritizing the needs of reinvestment - replacing and maintaining the existing infrastructure has to be more important than accommodating the needs of new development⁴. We prioritize our capital improvement projects by various factors. In that process, one of the factors must be the ability of the project to serve reinvestment and furthermore, weight needs to be given to the "reinvestment service" factor⁵. To be clear, in doing so, projects like re-vamping the north part of the Fourth Street Corridor would come before constructing new segments of Fourth Street south of Butler Avenue. Without increasing the City's total expenditures, this would mean that thousands of new homes and hundreds of thousands of square feet of new commercial development would not be served using City funds for some time.

Here are the key subject areas of the Town of Gilbert Capital Improvement Plan and Infrastructure Improvement Plan:

- Streets
- Traffic Control
- Municipal Facilities
- Redevelopment (Emphasis added)
- Fire Protection
- Storm Water
- Water
- Waste Water
- Parks, Recreation, and Open Space

Are we willing to make such substantial investments?

Are we willing to prioritize reinvestment needs - To NOT serve a new tax base (green field development) in order to serve reinvestment opportunities? Or alternatively, are we willing to invest even more in order to serve both?

⁴ Keep in mind that a project may fully mitigate its impacts but may still only be partially responsible for certain system upgrades. In that case, the City has to provide for the remainder of the system upgrade.

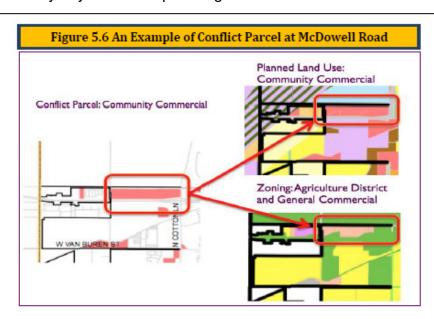
⁵ Notably, prioritizing commercial and mixed-use neighborhoods and corridors over residential areas, or urban areas, can also be accomplished by prioritizing within that capital planning process. Notably, the "color of money" and ongoing funding for maintenance both have tremendous influence on prioritizing capital work.

MORE PLANNING

As with constructing infrastructure, investors in green fields, usually larger developments, expect to carry out certain planning efforts in order to perfect their development. This often includes proposing changes in land-uses and/or zoning. And, it's not just that they expect it, but being larger investments, the cost of this work can be reasonably spread over the product created. For example, if 1,200 home sites are created as the result of a \$100,000 rezoning case, the cost per site is \$83 each.

We know that the City has created a lesser process for smaller rezoning cases (and this conversation continues). If we assume the smaller rezoning case is one quarter of the cost, here's some example math for a typical reinvestment opportunity: If two home sites are created as the result of a \$25,000 rezoning case, then the cost per site is \$12,500. This is one of the major impediments to reinvestment – how can the reinvestment opportunity compete when there is a difference (a gap) of over \$12,000 per site in favor of green field development?

There is a way to eliminate this difference – at least in part – and at the same time strengthen the outcome of our general planning effort. Last year, we completed a substantial and high quality re-write of the City's Zoning Ordinance. At present, we are in the process of a substantial and high quality re-write of the City's general plan (Regional Plan). As painful as it might seem in light of these recent works, the next step to address the differences between green field and reinvestment development is an investment by the City in yet another planning effort.



"Parcels like this need to be reconciled to reflect the correct land use and zoning correlation (sic)." - City of Goodyear, Existing Conditions Study (a part of their General Plan Update)

This effort needs to change the zoning of parcels where the Zoning Map is not in agreement with the Regional Plan⁶. Second, this effort needs to add detail, a finer grain. For example the Regional Plan identifies "activity centers" but actually creating one requires some fine grain application of zoning to parcels that are currently zoned differently. This type of planning effort has been discussed as a "correction" of the Zoning Map and would not only complete our community planning, getting the community the outcome it wants (as described in the Regional Plan), but also takes away the current difference that favors green field development.

The first push back from the public regarding this recommendation is that this corrective rezoning activity is "speculative zoning". Not so. Speculative zoning means that the zoning of a parcel is changed for the purpose of adding value and/or attracting a buyer, and literally, in anticipation of a profit being made through the sale of the then "value added" property. The problem with speculative zoning is that what has value for the purpose of a sale does not necessarily have value for the community or have a place in sound community planning. However, if the work is performed by the City based on the Regional Plan and sound planning principles, and is NOT based on any sales intentions, it is NOT speculative. Not only is it "just planning", its good planning.

The second push back is that the community has no opportunity to "see the development" - to see the site plans and building elevations before the zoning is changed. The implication of this concern is that if the design is unacceptable, it can be improved as a result of the City's discretion in a rezoning case. There is a degree of truth in this. However, changing the zoning through planning creates a circumstance no different than any other "by right" development case. If the planning has been correctly done, if the design regulations are correctly done, and if they are applied, the end product of a "by right" case should meet community expectations. If it doesn't, the planning and regulations are the issue, not the act of changing the zoning.

The third push back is that a rezoning case is the opportunity for the City to exact improvements from the developer - typically infrastructure improvements – traffic improvements, utility system components, and even parks and trails. However, if we created "plug and play" infrastructure systems, the need for such exactions decreases significantly. And, reducing "exactions" for reinvestment opportunities is itself a mechanism to create a difference between green field development and reinvestment.

Are we willing to invest in more community and neighborhood planning?

Are we willing to defend these planning activities in light of spirited and reasoned push back?

Or, are we willing to expand these planning activities to include visuals for community evaluation? And, are we willing to impose such visuals as regulations?

Are we willing to accept less exaction powers on reinvestment developments?

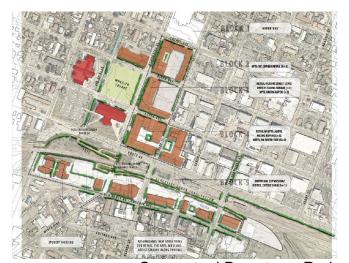
⁶ This effort needs to be performed with consideration given to Arizona Proposition 207 - The willingness of property owners would be required to avoid liability on the part of the City.

SPECIAL STUDIES

Part of the development approval process requires the developer to produce various special studies to determine the impacts of the proposed development on our resources and infrastructure. These special studies then guide the development requirements and the exaction process. As with the discussion above, planning activities such as these are expected and economically reasonable for larger projects, but are problematic – disproportionate - for smaller projects. And, the outcomes are even more disproportionate in the context of inadequate existing infrastructure systems.

Even worse, in some cases these studies provide recommended actions that the City is not willing to implement. For example, in the downtown, we are probably not willing to install turn lanes, more driving lanes, and other traffic features that would change the character of the district. And, even when we do want such features, in a developed area, the costs are exponentially greater. So, someone who wants to invest in downtown is stuck in between the requirements and the cost or desired design. From their perspective, it's an unsolvable problem and thus reinvestment does not occur.

Case Study





Conceptual Downtown Redevelopment Field Paoli Study 2002 - Commissioned by the City of Flagstaff

This plan envisions the construction of 160,000 square feet of retail, office, and cultural and entertainment uses, 200 dwelling units, and 200 hotel rooms in just the three and half blocks east of Wheeler Park and City Hall. The envisioned project also provides garage and surface parking for itself and some additional spaces to serve downtown. Developed through a community outreach process, this is high density, mixed-use, urban infill and redevelopment that would serve as a downtown gateway, add connectivity, and add significantly to the vibrancy of downtown.

Case Study - Continued

If proposed, this project alone would increase traffic by roughly 10,000 average daily trips (ADT) – a little more than a Walmart store. The required Traffic Impact Analysis would likely recommend widening Humphries to four lanes, widening portions of Beaver Street, a complete re-design and re-build of the Humphries and Route 66 intersection, possibly adding signalization to the Humphries and Cherry intersection, modifications to the Aspen and Birch intersections, and various other operational improvements in and about downtown. Access points on Route 66 and Humphreys are likely to be limited or prohibited and acquisition of right-of-way is likely necessary.

Looking at just the traffic impacts, this level of re-building public infrastructure is a significant financial burden - sufficient to prevent redevelopment. Supposing that the pro forma could withstand these costs, would we want to make these kinds of changes to the downtown streetscape? And, if we did for this single project, how about the changes necessary for the next downtown infill and redevelopment project? And the next? At some point the changes to the street to accommodate highway and suburban traffic standards obliterates the character of downtown.

To get this kind of redevelopment, there are three choices: Obliterate the character of downtown; accept lower levels of service; or accept lower levels of service and try to offset only some of the impacts through systemic improvements. Accepting lower levels of service would mean recognizing that in a downtown environment, congestion is good and the free-flow of cars through downtown is not. Systemic improvements might include creating a "park once" downtown and/or using in-lieu-of fees and impact fees to make changes to the transportation system that preserve the downtown character while fixing only some of the traffic issues.

Then, knowing that individual projects, or several individual projects, can't address the traffic impacts and supposing that we wouldn't want the resulting recommendations built, why ask the developers to prepare traffic impact studies costing tens of thousands of dollars? Such studies could be used to set the amount of the impact fee, but a prescriptive assessment methodology would work just as well.



Streets that give priority to the free-flow of cars look like this ...



... and not like this.

The Character of Downtown ...

There are three potential alternate mechanisms to address resources and infrastructure without requiring the production of special studies.

One mechanism is to recognize the "plug and play" infrastructure goal, assuming it is implemented, and simply not concern ourselves with the impacts of individual reinvestment projects. At first glance this may seem reckless, but if the impacts of development are accounted for in the overall infrastructure planning, then they are addressed and the action is not reckless. If the impacts are addressed on a per project basis or as part of a community infrastructure planning process, the outcome is the same either way. In fact, looking at and solving the impacts of multiple developments comprehensively is better community planning and more efficient problem solving.

Another mechanism worthy of exploration is to simply have prescriptive requirements for certain systems. This concept could be an extension of, or mitigation of, implementing the first mechanism. Recognizing that we don't want certain features in an urban environment, like detention basins, we could alternatively require other run-off reducing features. These prescriptive requirements likely would not fully address the impacts of individual projects, but they would foster reinvestment, and at the same time reduce the demand on comprehensively planned drainage systems.

Finally, and again as a possible extension of the first two mechanisms, individual projects would be better designed, and incentivized, if a complete "in-lieu-of" fee system were in place. Such a system is established for parking by the newly adopted Zoning Code but is not yet implemented in terms of developing a fee schedule or a process, and also does not include other infrastructure systems. Notably, this mechanism needs to be coupled with an infrastructure planning, capital investment, and maintenance program.

To be clear, this idea does not in any way suggest that <u>all</u> special studies should be eliminated. They provide important information for City decision makers. Instead the recommendation is that under certain circumstances, to foster reinvestment and/or in the context of the impacts being addressed as a part of comprehensive infrastructure planning and development, possibly mitigated, some special studies would not be required for individual projects.

For individual projects, are we willing to accept less in the way of special studies?

Do we want to develop prescriptive alternative measures?

Do we want to complete the in-lieu-of fee system?

DEVELOPMENT IMPACT FEES

One of the redevelopment incentive offerings readily available under Arizona law is a waiver⁷ of impact fees.

"Exactions" and "impact fees" are both methods used to shift the cost of new public facilities (infrastructure) from the general taxpayer to the beneficiaries of those new facilities – to mitigate development impacts. Common impact mitigations address traffic and streets, sewer and water facilities, storm water and drainage, public safety, parks and recreation, trail systems, and libraries. They can also be found to support schools, affordable housing, and job training, as well as criminal justice, health services, and social services. Some communities have used them to address needed facilities as specific as city halls and public works yards, and services as specific as animal control.

While both are "exactions" by definition, here in Flagstaff, and herein, we use the term "exaction" to refer to our current method of asking the developer to physically build various improvements. While this system usually exhibits a pretty direct tie between physical improvements and the impacts of a specific project, what actually gets built is negotiated during the development review process. This scenario works well for physically connected systems like utilities and roads, but is less effective for general non-physical impacts such as public safety. Under this scenario, generally, the risk of added expense, delays, and so forth is the responsibility of the developer.

Under an impact fee scenario, the developer would pay the City a fee instead of building improvements and the City would then use those monies to make various infrastructure improvements and to build public facilities. In response to a development application, the outcome is prescribed instead of negotiated, and there is an opportunity to plan improvements more comprehensively with a greater emphasis on "system" improvements, and it can better capture all impacts. On the other hand, this approach puts the construction risks on the City and caution needs to be taken to legally connect the improvements made to impacts realized (for which fees were paid).

Looking at just "traffic and streets" as an example, we see that the extraction process works pretty well for connected physical improvements. The streets and edge improvements (sidewalks, street trees, and street lights) necessary for a specific project are typically built by the developer. Reasonable nearby system improvements are typically captured too. For example Walmart constructed certain improvements at the Lucky Lane / Butler Avenue intersection. However, part of the capital cost of traffic and street facilities are things like the trucks, snowplows, office space, and the public works yard that are all used to support and service these facilities. And, every street in Flagstaff is incrementally impacted by new development which on a case-by-case basis may be negligible, but cumulatively it is quite a problem. The exaction process does not capture support needs or cumulative impacts and these expenses thus become a municipal burden, currently absorbed elsewhere in our budgeting.

⁷ Per ARS, "... as long as the waivers are not funded by other development fees."

Looking at other impact areas, beyond this example, the same can be said of other costly impacts such as the water system or trails – support needs and cumulative impacts are not well addressed by the exaction methodology. And, in some impact areas, such as parks and libraries, most development projects make no contribution of any kind to required new public expenditures. The only impact fee currently used in Flagstaff covers public safety in the amount of \$705 per residential unit⁸.

All development, including reinvestment, would benefit from the predictability of impacts fees. For reinvestment specifically, and for reinvestment policy, waiving a paid fee is certainly simpler, more predictable, and more codifiable than "waiving" negotiated improvements.

Further, if the fee structure recognized the true impacts and all of the impacts of green field development versus reinvestment, that action alone would go a long way toward leveling the playing field. A project built in the urbanized part of the city can often be served by the existing infrastructure – for example the truck that runs around reading water meters. On the other hand, a project built south of I-40 is likely to necessitate another route and truck for reading the water meters.

Are we willing to reconsider the use of impact fees? And if so, are we willing to waive them in whole or in part as a reinvestment incentive?

San Antonio developed an Incentive Scorecard System to determine the amount of their impact fee waiver. Points are given for the project size, infrastructure upgrades, quality design, and for the use of certain planning strategies (like Traditional Neighborhood Design). But most of the categories are for redevelopment goals such as infill housing, restoration or rehabilitation of a historic property, and for development in certain target areas. Various Arizona programs are using the Arizona Smart Growth Scorecard to award incentives.

AGING INFRASTRUCTURE CREDIT

Whether we use the exaction methodology or the impact fee methodology, giving development a credit for aging infrastructure would promote reinvestment. For example, if a project needs to install a new sidewalk, because it's to narrow or maybe broken up, the entire expense is the obligation of the developer. On the other hand, if there was no project, the City would eventually have to replace the sidewalk. To foster reinvestment, the City could acknowledge this and essentially pro rate the cost and credit the development in the prorated amount. So, if a sidewalk lasts 50 years, and it is 25 years old, the developer would be responsible for half of the cost and the City would be responsible for the other half.

Are we interested in an aging infrastructure credit?

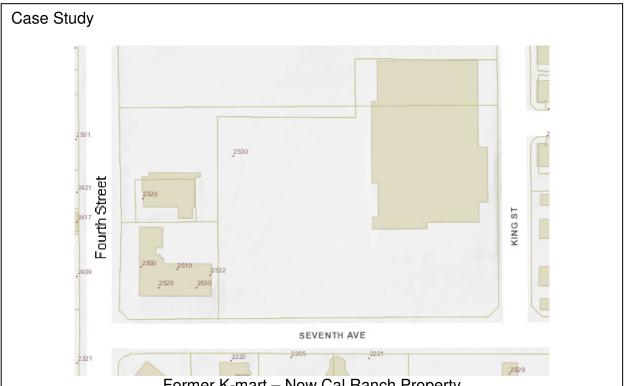
13

⁸ This is not enough to meaningfully incentivize reinvestment.

PARCEL ASSEMBLAGE

The viability of reinvestment sites is often jeopardized by parcel size, ownership, and other issues. For example, older parcels are smaller and modern needs are larger than they used to be. A site that easily held a grocery store fifty years ago is unsuitable today because stores are bigger, but also because of parking needs. Retailers and restaurants, once forced to install off-street parking, now demand it as a critical success factor in site selection. Even single family residential sites are faced with a demand for larger homes. Some cities and counties address these issues by buying parcels, as they become available, and assembling them into larger parcels which are then resold for reinvestment. This is often accomplished through a land trust mechanism.

Do we want to invest in parcel assemblage? Are we "in that business"?



Former K-mart – Now Cal Ranch Property

This property is an example where acquisition and assemblage of the parcels could have been beneficial. Underlying the building are two separate parcels with separate owners. The building is owned by a third party and the lessee is the fourth party. Redevelopment required reaching agreement with all four parties. This did happen without government influence, but it took over twenty years. The shelf life of this arrangement is unknown and could revert back.

ITEMS GETTING LESS ATTENTION

DEVELOPMENT REQUIREMENTS

Another redevelopment incentive offering readily available under Arizona law is a waiver of development standards. This subject, being a popular concern, has been revisited in Flagstaff every two to four years and the requirements have been fine tuned through the years to address various concerns. The recently adopted new Zoning Code was another occasion where requirements were fine tuned, notably including changes that promote reinvestment. From the perspective of seeking meaningful enticements for reinvestment, other than looking at the thresholds for special studies and infrastructure requirements, there is not a lot that can be accomplished in this arena.

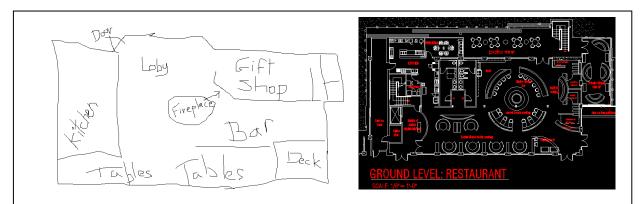
That being said, there are some fine tuning ideas we should explore. In regard to the Zoning Code, these might include parking and landscaping requirements in the most urbanized areas, and similar small-scale changes. In regard to the Engineering and other standards, some fine tuning to consider are the detention and LID thresholds and requirements in the most urbanized areas. It is likely that these would be beneficial and appropriate in limited areas (the most urbanized areas) and would appropriately be addressed by the use of the Infill Incentive District tool.

With this understanding, that there's not much to gain in this pursuit, further consideration of development requirements relative to community reinvestment policies would be less than might be expected by some segments of the community.

EXPEDITITED REVIEW

Expedited review of redevelopment plans is also one of the few offerings readily available under Arizona law. Like development requirements, this is a subject that Flagstaff has explored and fine tuned every two to four years. When we compare our permit processing timeframes with those of other Arizona cities, our timeframes are among the lowest. Most often an untimely review is the result of a non-compliant design or an unclear or incomplete development application. Again, seeking meaningful enticements for reinvestment, adjustments measured in weeks are not significant enough to influence the choices of developers.

With this understanding, that with quality applications expedited reviews are already readily achievable, further consideration is not included in our continuing efforts to develop community reinvestment policies.



One restaurant plan ...

And another ...

When considering the review timeframes for a development application, consider that there are two necessary parts for success. The first part is the preparation of a compliant design. The second part is communicating the design to the reviewer. Almost always when a development application is lingering, one of these two pieces is missing. As demonstrated by the Innovation Mesa application, and many others, when allowed to prepare a compliant design, a knowledgeable and skilled preparer of development applications can get projects approved quickly.

PERMIT FEES

One of the redevelopment incentive offerings readily available under Arizona law is a waiver of permit fees. Unfortunately, our fees have been relatively nominal and thus do not make a meaningful incentive. However, recent City Council direction was for us to move toward 100% cost recovery so this may require re-evaluation.

We will re-evaluate the possible incentive of waiving permit fees.

CONCLUSION

Many resources acknowledge that developers consider the maintenance of surrounding property as a critical factor in site selection – a factor that has limited application on a green field site. Scaling the permitting requirements of a zoning case also aids smaller projects – a typical characteristic of infill and redevelopment opportunities. Your current considerations in both of these areas have a direct bearing on fostering reinvestment.

Subsidiary
Short
Long
Sad idea

POLICY 1 The City will perform <u>planning</u> tasks to facilitate Revelopment, and will change various plans accordingly.

Planning Efforts		
Infrastructure Deficiencies		
Capital Improvements		Water, Stormwater underway
Neighborhood and Corridor Planning		Specific Plans
Add and Prioritize Reinvestment Criteria		
Zoning Districts		_
Reconcile with Land Use Designations (General Plan)		_
Do Obvious Changes		
Economic Development Plan		_
Prioritize Reinvestment over New Development		
ED Incentives		_
Target Areas		-
Land-use / Land Development Policy		Mall and the state of the state
Prioritize Reinvestment Land-use over Transportation		Will come up w/ Fourth Street Study
Prioritize Complete / Walkable Streets		
Enhance Design Guidelines		
Clarity and Predictability		
Property Certifications		
Limit Annexations (Islands and Peninsulas)		-
Special Taxing Districts		Formation / Function Issues
Revitalization Districts		
Infill Incentive Districts		
Redevelopment Districts		
Tax Increment Financing Districts		Illegal in AZ
Capital Improvement Districts		
POLICY 2: The City will address the physical constraints of existing	ing	
urban properties.		
Infrastructure Deficiencies		
Capital Improvements		Capital Opportunity Fund
Urban (Downtown) Parking		
Maintenance		
Property Maintenance and Enforcement	X	Roger working on it.
,,		0 0
Parcel Assemblage (remnant, odd, or non-conforming)		Land Banking / Real Estate Fund
<u>-</u>		
Brownfeilds Land Recycling	X	In place already

POLICY 3: The City will change <u>regulatory requirements</u> and add provisions that favor redevelopment projects.

Zoning Code / Engineering Standards		Little "meat on the bone"
Alternate Reinvestment Thresholds/Standards		
Driveway Access		
Infrastructure Replacement / Upgrades		
Parking		
Resources		
Storm Water & LID		Prescriptive "In lieu of" / 5,000 SF
Trash		Unexplored
Utilities		
Obtain ROW for street changes w/o improvements		
Transfer of Obligations / Development Rights		
In Lieu Of Fees (Finish Development)		Need w/o time limits
Environmental Review		Add and relieve like Impacts Fees
2. The office of		rida dila reneve inte impueso rees
Property Maintenance - Code Gaps	X	Roger working on it.
OLICV 4. The City will should development mysess years increase		
OLICY 4: The City will change <u>development process requireme</u> to favor redevelopment projects.	11115	
to lavor redevelopment projects.		
Expedited Project Review		Not real
Calibrate processes to project scale/type		
Documentation	X	In progress
Plans	<u>—</u>	
Special Studies		
Processes		
Public outreach		
Allow obvious Land-use / Zoning Designations (See above)	X	In progress
Preliminary / Final Approvals		Fatal vs Math / More commitment
Increase minor modification authority		Legal Issues?

POLICY 5: The City will provide beneficial <u>financial mechanisms</u> that would be applied to redevelopment projects.

that would be applied to redevelopment projects.		
Impact Fees		Cronk working on study update
Fees (Waive / Reimburse)		
Permit fees		Maybe now with 100% recovery
Utility Capacity Fees		UP for new, DN for reinvestment
Incentives		
Grants - Out		Not so real - see City budget
Historic Preservation work	Х	In place already / Minor
Grants - In	X	EPA ACA Monies? Ongoing?
Property Taxes		
GPLET		Illegal in AZ
Historic Preservation work	Х	In place already
Other Cash		Not so real - see City budget
Land Recycling Loan Program		E.D. Revolving Loan Fund?
Redirect CDBG funds		Minimal, well allocated
Utility Credits		Private incentives to reinvestment
Tax Penalty - Abandoned Buildings and Parcels		Illegal in AZ
POLICY 6: The City will provide <u>other</u> services and take other actions that promote redevelopment.		
Economic Development		
BR&E and attraction emphasis		
Reinvestment site marketing		
Site specific visioning		In place already (limited)
Catalyst projects		place an easy (infinitesy)
Ombudsman		CD&R doing this / ML working on?
Social barriers		
Social barriers NIMBY / BANNANA		Stop seeking 100% approval
		Stop seeking 100% approval
NIMBY / BANNANA		Stop seeking 100% approval
NIMBY / BANNANA Legal barriers		Stop seeking 100% approval What would they do?